

May 2 1977

THE TIMES

Will the Downing Street summit find a place in history? p 17

Second standby unit for Ulster as strike fears increase

A standby battalion has been sent into Ulster to deal with the possibility of a general strike, bringing in 1,200 extra troops and raising the number of Servicemen on duty in the province to 15,000, the highest for three years. Mr Mason, Secretary of State, will meet strike leaders today, but he is expected to make no concession, and no change of heart by the "loyalist" is likely.

Avoiding the mistakes of 1974

Mr Mason, who has consistently opposed the strike, said that his mother had collapsed after receiving a telephone call made to his home by a loyalist. In numerous industries attempts are being made to devise ways of defeating the strike, a five-point plan was put forward in Co Tyrone yesterday for a meeting of representatives of all the trades councils in Ulster. But any optimism there may have been was dampened by confirmation that two of the most ruthless Protestant paramilitary groups, the postscripted Ulster Volunteer Force and the Red Hand Commandos, have reversed their earlier opposition and decided to back the disruption. Mr Mason, Secretary of State for Northern Ireland, flew back last night to Stormont to take personal charge of the government operation. He will meet the two leading politicians on the United-Unionist Action Council, the Rev Ian Paisley and Mr Ernest Bledsoe. But there is little chance that he will meet their demands for a new drive against the Provisional IRA and an immediate return to majority rule at Stormont.



Mr Mason: In personal charge.

Mr Baird said last night that he hoped the meeting would lead to an agreement, but added: "Mr Mason knows our demands well. If he is prepared to move on them, then we will be prepared to listen." A call to postpone the strike for a week to allow a secret vote to be taken was made yesterday by the Rev Martin Smyth, Grandmaster of the Grand Orange Lodge, urged the organisers to allow a democratic choice without any apparent militant pressure, he said. In the meantime, the Secretary of State could use his extra forces in a search-and-destroy operation against terrorists. Protestant church leaders in Ulster last night called on the Government to take more positive action against terrorism. The Bishop of Derry and Raphoe, Dr James Watson, said the anger and frustration of many people were understandable. But they appealed to such people not to take action that would "only cause needless suffering and bloodshed, and bring about an unbridgeable economic catastrophe".



A May Day marcher sits on a bus as others shelter among the bodies and torn banners in Taksim Square.

39 die as Turk Maoists fire on May Day rally

From Susan Fiske, Ankara, May 1. At least 39 people were killed and about 200 injured in Istanbul today when a huge May Day parade turned into a bloody gun battle between rival leftist factions and police. One of the dead was a senior police inspector. The rioting began as the 150,000 marchers in the rally, which was organised by the leftist Turkish trade union confederation Disk, converged on Taksim Square in the city centre. A group of Maoists erupted into their ranks chanting "Freedom for Kurdistan" and waving

gold, red and green Kurdish flags. Onlookers said the Maoists opened fire and threw explosives at the crowd. Armoured vehicles moved into the square as police and union officials tried in vain to stop the clashes. Thousands of workers, students and sympathisers fled in panic under a hail of gunfire. Bodies, broken glass and stones littered the streets. As the shooting spread along side streets near Taksim Square, some of the demonstrators erected barricades. In Ankara, Mr Suleyman Demirel, the Prime Minister, called his Cabinet into emergency session. He said he was "greatly saddened" by the shooting. Security forces were reported to have resumed calm in the city tonight.

This was the second year in which May Day was celebrated as a holiday in Turkey. Last year's parade went off without a hitch, and large numbers of sympathisers from all over Turkey travelled to Istanbul this weekend to take part in this year's rally. In Ankara, Maoist groups opposed to Disk held their own rally. There were no serious incidents, but police arrested about 15 people armed with

guns and knives and who, according to officials, were "making separatist propaganda". Istanbul, May 1. Roof-top snipers in Taksim Square exchanged fire with police as people scrambled for cover. Cars went up in flames and exploded. The windows of fashionable hotels, banks and office buildings around the square were shattered. The violence came as the campaign for Turkey's June 5 general election gained momentum. It threatened to worsen an atmosphere already marked by growing campaign violence. Reuter.

Mounted police attack picnickers in Madrid

From Jerry Debelius, Madrid, May 1. With Spain's first free elections in 44 years only six weeks away, unruly police tactics on May Day in Madrid have been seen as a sign of the old regime's last gasp. This morning scores of people were injured by rubber bullets, snare traps and police clubs, many of them in unprovoked attacks, and in the process police vented their anger on innocent picnickers in the park of Casa de Campo. Mounted police charged through outdoor cafes in the park, toppling tables and chairs, beating women and children screaming; horsewhipped a foreign correspondent; deliberately damaged the car of a group of German journalists; intimidated citizens and foreigners alike by obliging them to shout Francoist slogans

and committed other acts of violence. Police claimed this evening that a police car had been fired upon this morning in the centre of Madrid by the occupants of a silver-coloured Mercedes with Barcelona licence plates, and that two men and a woman who were in that car had been arrested. There was no indication of any injuries to police. The strident radio, which controls all radio news broadcasts in Spain, was silent as it was during General Franco's lifetime about the widespread incidents in Madrid. The only references to May Day were to events in other countries. At the Casa de Campo park, where recently legalised trade unions had invited members and their families to spend the afternoon, police fired smoke grenades and rubber bullets into

a crowd of dancing, singing Spaniards. A white-faced police cavalry officer gave the Reuters correspondent a silver-plated whip, then hit him with a club when he found Mr Wallace having a drink in one of the cafes. In another incident a police officer used his truncheon to smash the glasses on a café table where a group of people were chatting. He forced them to stand up and shout the Francoist slogan "Long live Spain". Mr William Campbell-Jones, correspondent for The Guardian, was knocked to the ground when police charged on horseback through an outdoor café in the park. Children took refuge behind overturned metal chairs as the police galloped through. Earlier in the day, police virtually took over the Vallecas

district of Madrid, a largely working class area, where three trade unions which had won legal recognition only last Thursday had called a May Day rally at a football stadium. The authorities prohibited the meeting. In Vallecas, where thousands took part in a three-hour demonstration, the only sign of violence on the part of the people which I saw was when one man picked up a stone and threw it at police. I helped one young man to a first aid post after police dragged him out of his car. He had been thrown from the car and kicked and clubbed him and only then asked him for his identification. They left him lying on the ground after checking his papers. Not all unity, page 2 World round-up, page 6

'Mail' group will capture 'Star'

By Sheila Black. Beaverbrook, on a £4 million bid to buy the Evening Standard from Beaverbrook Newspapers, as much to save the paper as to own it. The fight will also cost £1 million to gain control of the entire Beaverbrook group, including the Standard, the Express, which is expected to make a £4 million profit this year, and the Daily Express, losses are as yet difficult to assess but which were members between £2m. The Evening Standard, owned by the United Press, is expected to lose £1 million this year, but the group will be able to recoup its losses by the end of the year. The group will also be able to recoup its losses by the end of the year. The group will also be able to recoup its losses by the end of the year.

Tapes throw new light on Nixon cover-up

From Our Own Correspondent, Washington, May 1. Mr Richard Nixon will be back on television on Wednesday, in the first of four interviews of public for the event broke across the country today. The newspapers have been given transcripts of some of the Nixon tapes which have not been published before, and snippets from the texts of the interviews have been leaked to the news magazines. According to The New York Times today, one of the previously unpublished transcripts shows that Mr Nixon tried to cover up the Watergate scandal over three days after the June 1972 burglary at the Democratic Party headquarters. The transcripts apparently were provided by former members of the Watergate special

Mr Carter talks to 'Times'

President Carter speaks his mind on détente and human rights. American relations with Europe and the economic outlook in an exclusive interview with The Times tomorrow. The President will be in London later this week for the Downing Street summit, and this is the first newspaper interview he has given. Reviewing his first 100 days in office, Mr Carter says: "I feel good." Of particular note are his comments on relations with Europe, where he concludes that a strong Europe is essential to America's own future.

British arsen

in Franco-British relations. The British Government has announced that it will not attend the summit in London next week, but will send a high-level delegation. The British Government has announced that it will not attend the summit in London next week, but will send a high-level delegation.

World trade forecasts dampen summit hopes

Disturbing forecasts on inflation trends and world trade growth this year, compiled by the Organisation for Economic Cooperation and Development, the International Monetary Fund and the EEC Commission, are likely to embarrass government leaders preparing for the London summit talks. Page 15

Sandringham open

Sandringham House, Norfolk, where the Queen and her family usually spend the new year holidays, will be opened to the public for the first time. The royal residence bears the imprint of Edward VII, for whom it was bought. Page 4

The cost of tea

The Treasury says it is a day towards the cost of tea, coffee and milk for each of Britain's 50 million citizens, amounting to almost £1m annually. The Government has disclosed in a Commons written answer. Other answers, page 3

Split view of curb

The Armaments Committee, which reviews the rules governing the political activities of civil servants, is in danger of splitting over the restrictions applied to civil officers dealing directly with the public. The committee is divided on the issue of social security and employment. Page 2

Grand new death

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There's a lot more to KER than town and country houses. We handled all the property transactions for the Covent Garden Market Authority in its move to Nine Elms. Who knows? One day we may be reminding you

WEST EUROPE

Suspensions of British divided loyalties revive French doubts

From Charles Hargrove
Paris, May 1

A disturbing light has been cast on the deterioration of Franco-British relations by an announcement by the Elysée spokesman that President Giscard d'Estaing will not attend a working dinner given by Mr Callaghan, the Prime Minister, during the heads of government taking part in the Western summit meeting in London next weekend.

According to informed sources, the President wishes to indicate his disapproval of the presence of Mr Roy Jenkins, the president of the European Commission, on an occasion which is merely a pretext for informal political conversations at the highest level.

In his opinion, the agreement reached at the Rome summit last March stipulated that the presence of the Commission would extend only special sessions, outside the framework of the official conference, at which matters specifically dealing with the Community and within the competence of the Commission would be discussed. At the Rome meeting Mr Giscard d'Estaing had given up his outright opposition to the presence of Mr Jenkins at the London conference.

If Mr Giscard d'Estaing felt that he had to take a stand on the attendance of Mr Jenkins at the dinner, it was partly for domestic political reasons. After last week's demonstration that the French Government's survival depends solely on Gaullist support, he is anxious to avoid anything which might be the pretext for a confrontation. He has thus decided to compromise on such sensitive issues as direct elections to the European Parliament, proportional representation, and European independence of the United States.

But there is also another reason for the President's gesture. In the face of what are regarded here as signs of the

Carter Administration's intention of calling the tune of energy, international monetary problems and East-West relations, the French Government believes that the European Community should stand united and assert its own separate interests. This, as seen in Paris, is obviously not the view taken by Mr Callaghan.

Franco-British relations are like Penelope's web. No sooner the task of restoring confidence and cooperation is completed than it has to be undertaken all over again because misunderstandings and misgivings have undone it. These spring from a fundamentally different approach towards the United States.

The first five months of Britain's presidency of the European Commission and of the Council of Ministers of the Community have not helped to allay fears that Britain's loyalties continue to be divided. Britain is thought to have used both presidencies not to encourage an autonomous European position on world issues, but to ensure that at every turn nothing was done without American consultation and approval.

The recent handling of the agricultural price controversy by Mr John Silkin, the Minister of Agriculture, has heightened these fears. That Britain should use its occupation of the chair to further its national interests is regarded as legitimate. But that it should appear to be undermining the European agricultural community is not.

What applied to agriculture applies to the whole construction of Europe. *Le Monde* wrote last week: "Our cross-Channel neighbours are working perseveringly to turn it into a free trade area with a strong Atlantic colouring" where dreams of autonomy and economic integration would evaporate. The London conference would be used by Mr Callaghan, *Le Monde* suggested, to take this scheme a step further.

Dutch protest to Ireland on trawler arrests

From Our Correspondent
The Hague, May 1

The Netherlands has lodged a very strong diplomatic protest with the Irish Republic over the charging of 10 trawler captains with fishing within Ireland's 50-mile territorial limit.

Mr Max van der Stoep, the Dutch Foreign Minister, stated this weekend that if the Irish put the captains on trial, Holland would take the case to the European Court in Luxembourg. The Dutch, in common with the other EEC nations, do not recognise the 50-mile fishing zone.

On Saturday the captains were remanded on £1,000 bail in Cork.

British pilgrims retrace Byron's path in Portugal

From Jose Shercliff
Lisbon, May 1

Members of the Byron Society have just made a pilgrimage to Portugal. It was their fifth international tour of lands visited by the poet and a successful one, according to Mr Michael Rees, the joint chairman of the society, and Mrs Elma Daquerfeld, its honorary director.

The highlight of the pilgrimage was the visit to Sintra, 19 miles from Lisbon, Byron's "glorious Eden", full of romantic gardens and palaces. The last day was spent in Lisbon where the party visited famous monuments known to poet.

Norwegians discount danger of oil slick

From Craig Seton
Stavanger, May 1

The blow-out of oil on the Bravo platform was finally sealed yesterday at the fifth attempt. An adjustment of an eighth of an inch to a piston succeeded where every other method had failed. The Norwegian Government and the Phillips Petroleum Company can now start adding up the cost of the incident.

A three-man committee of inquiry established by the Government will investigate the blow-out and the resulting pollution, while the Norwegian police examine the possibility of criminal negligence.

An estimated 3,000 tons of oil had poured into the North Sea daily since April 22. But the Norwegian authorities believe that the oil slick will pose no threat to fish stocks or coastlines.

The sealing-off operation was hampered by the fact that an essential piece of equipment, called a blow-out preventer, was upside down. It was finally decided to lengthen the piston arm by one eighth of an inch to increase the pressure on a pair of "blow-out" valves which were being hydraulically pushed together above the gushing oil.

When the flow stopped a "capping" assembly was swung into position above the runs and secured. The assembly normally in three parts, had been reduced to two to save space. A valve at the top was closed and its mud was pumped to allow it into the pipe.

Within a few hours the well was pronounced safe, and production at the two other platforms in the Ekofisk field, which had been closed for safety reasons, was resumed.

Mr Paul "Red" Adair and Mr Asgar "Boots" Hansen and Mr Richard Hatterberg, the two specialists from his Houston, Texas, team, who spent a week trying to cap the well, gave a jubilant press conference. Mr Adair said that conditions on Bravo during the week had been "nasty and as hot as hell".

The cost of the incident to Phillips is expected to be enormous. The postponed production of 135,000 barrels a day from the Bravo platform until re-sumption of production is about a month is estimated to run to £50m.

The closure of the other two production rigs could cost another £5m, and the loss of 24,000 tons of oil from the blow-out itself could involve further losses of more than £2m.

Mr Gordon Goering, Phillips's Norwegian director, announced yesterday that the company had commissioned a semi-submersible fire-fighting vessel with hospital, diving and machine shop installations.

At the end of the nine-day operation to clear up the oil slick, now estimated to cover 1,544 square miles, only 500 tons of oil had been collected by "skimming" vessels.

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Michelangelo gives first Rome performance since 1969

Return of a legend

From Peter Nichols
Rome, May 1

Critics have given a rapturous reception to the first performance in Rome since 1969 by the celebrated pianist Arturo Benedetti Michelangelo. He played before a huge audience on Friday in the Pope's modern audience hall in the Vatican.

The concert was in aid of the Italian Red Cross and tickets cost up to the equivalent of £20. It was preceded by excited speculation over the legend surrounding the pianist. Michelangelo's life as a recluse, his intense fastidiousness, his hypochondria, his love of fast cars, his suffering at the mere thought of having to face the public, his insistence on absolute secrecy about where he was staying and his refusal of all interviews.

In fact, he is perfectly capable of laughing at his own legend. Someone said to him at a rehearsal: "There are people who say you are the greatest living pianist." He replied: "And some say I am the maddest."

There were about 7,500 people in the audience of whom some 6,000 apparently had bad colds. The coughing and nose-blowing was such that the sculptured mask of suffering and lyric tenderness, which the master's face becomes as he plays, at times was clearly disturbed. During the interval



Arturo Benedetti Michelangelo: Rapturous reception.

there were fears that he might not return for the second half of his programme.

He did, however, complete what he had come to play: the Beethoven Opus 10 of the young Brahms, Chopin's Second Sonata and Debussy's First Book of Preludes. But he refused demands for encores which punctuated the rapturous applause.

Vatican guards in plain clothes formed a human chain after the final piece to keep back members of the audience intent on touching him.

The evening was peculiarly un-Roman. This probably accounted for the nervous charge in the form of coughing and spluttering. Rome is used to great occasions but not of this intimate fervour.

Win for Dunkirk dockers in strike for privileges

From Our Own Correspondent
Paris, May 1

After a strike lasting 50 days, which completely paralysed the port, the 2,500 dockers of Dunkirk have agreed to return to work tomorrow on the basis of an agreement which meets practically all their demands.

The strike provoked six national stoppages in other French ports, the last of them yesterday. This final stoppage could not be called off in time although a settlement had already been reached at Dunkirk.

Even before the strike, French ports tended to have a bad reputation with foreign shippers because of demarcation disputes and the high cost of labour.

According to the Dunkirk port authorities, the dispute caused a loss of revenue total of £117,000 a day. This happened just as Dunkirk was beginning to develop a prosperous container traffic.

Because of the strike, French and foreign ships had to be diverted to Le Havre, Antwerp, Zeebrugge, and Flushing. It is by no means certain whether this traffic can be persuaded to return.

As an indirect result of the dockers' strike, some 6,000 people employed by 70 ship-

ping and other firms in Dunkirk and 1,200 employees of the port authorities had to be temporarily laid off.

In addition, 11,000 men working at the huge Usinor steel combine were placed on short time.

The dispute was over a relatively minor technical matter. The management of Usinor decided to do away with the presence of two men on each ore carrier, who merely looked on while it was being mechanically unloaded by crane operators employed by Usinor.

Usinor claimed that it was merely applying a 1975 agreement, which empowered it to end this practice. The dockers protested that this move was a breach of the privileges they had obtained in 1947.

Underlying this technical controversy was Usinor's desire to break the monopoly of the dockers, in order to cut costs.

French dockers belong to a closed shop dominated by the CGT, the largest of the unions. The CGT controls all recruitment and negotiates all the conditions of work.

By arguing that the ore was handled by private wharf, Usinor thought it could bypass what it regards as uneconomic rates and unjustified privileges.

Baader-Meinhof guerrillas 'end hunger strike'

Stuttgart, May 1—Three Baader-Meinhof urban guerrillas, sentenced to life imprisonment last Thursday, ended a three-week hunger strike yesterday, according to West German press reports.

The Baden-Württemberg Justice Ministry would not confirm the reports although a spokesman said that forced feeding of the three prisoners had stopped yesterday on the advice of doctors.

He said the authorities would move the prisoners—Andreas Baader, Gudrun Ensslin and Jan-Carl Raspe—to a floor of the prison where they could mix with other prisoners.—Reuter.

Blood of saint liquefies

Naples, May 1—The "miracle of St Januario"—the liquefaction of what is claimed to be the blood of the fourth-century martyr and patron saint of Naples—occurred last night, church officials said.

It liquefies, as it usually does twice a year, after hour-long prayers led by Cardinal Corrado Ursi of Naples.—Reuter.

Flat man's ransom

Rome, May 1—The kidnappers of Signor Luciano Revelli, Beaumont, the head of the French subsidiary of Fiat, demanded a £24m ransom and the release of several political prisoners in South America. *Corriere della Sera* reported today.

OVERSEAS

Escaped Hanoi politician calls on US to help guerrillas in fight against Saigon's new rulers

From Peter Hargrove
Hanoi, May 1

Anti-communist guerrillas destroyed South Vietnam's largest ammunition dump at Long Binh near Saigon last month and the underground movement is seeking arms from the United States to wage a new struggle against the Hanoi Government, according to Mr Nguyen Cong Hoan, who has defected to the West.

Mr Hoan was a National Congress member in Hanoi. He escaped South Vietnam with 33 other refugees on board a small fishing boat last month after becoming disillusioned with the Communist regime, for which he worked during the past year. He is the first member of the Hanoi establishment to defect to the West.

Mr Hoan, who was speaking in the Japanese fishing village of Awa Kominato on the second anniversary of the fall of the United States for arms, equipment and medical supplies so that a new struggle could be waged against Hanoi.

Among the refugees were other well-known members of the Saigon peace block and former critics of American intervention in the Vietnam war. They are Mr Tran Van Son, former deputy leader of the South Vietnamese Opposition, Mr Tran Van Thung, a former

member of the lower house in Saigon's National Assembly, and Mr Tran Quang Hiep, Mr Hoan's secretary.

After the communists took over, they were all sent on "reeducation courses" on Communist doctrine. They were released early last year and in April Mr Hoan was appointed to the Hanoi Congress.

He said he was not allowed to make any speeches. All were told to do as applied and raise our hands as we went to the Standing Committee.

Speaking to journalists today for the first time since his escape, Mr Hoan and his former colleagues said they had decided to sacrifice their fame and position in order to help the people of South Vietnam.

"The people of Vietnam wanted peace at all costs after 30 years of war," Mr Hoan said. "That is why we opposed the United States. But after years of oppression under a communist rule, we want to begin again."

Mr Hoan, who is 34, said that although the outside world believes Vietnam's new rulers have shown greater magnanimity than their counterparts in the Communist bloc, the political, religious and personal freedoms have been stifled.

Mr Hoan estimated that up to 200,000 political prisoners, military officers and employees of the former regime, are still in prison camps. Up to 300 for officials from the former regime might have been executed, he said.

Mr Hoan claimed he had been forced to join the Communist establishment against his wishes. "Although I opposed Thieu's regime, I never became a communist," he said. "I was never a communist."

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Britain joins contest for tank orders by Greece

From Mario Modiano
Athens, May 1

Britain, France and West Germany are competing for a large Greek order for battle tanks which is combined with the construction of a factory to build the tanks in Greece. Tenders from the three countries were opened at the Defence Ministry yesterday.

Britain is offering the Chieftain and the Vickers Main Battle Tank, France the AMX30, and the Leopard AMX31 built by Christianini, and West Germany the Leopard manufactured by Krauss-Maffel, and a lighter tank.

Greece wants to set up a tank factory which will produce in its first stages about 100 tanks a year.

The offers are to be evaluated by a committee of experts. The Government's decision is expected some time in August.

The Vickers Main Battle Tank and the AMX30 are said to be the best chances of being chosen as they are suited for the operational conditions that the Greek Army considers important.

The Greek Army is already using some AMX30 tanks and is at present planning to order more for the French offer. The bulk of the Greek armour is made up of American M47 and M48 tanks.

Another Greek arms contract which was granted to France last year was for the building of six missile fast attack craft, of La Combattante type at Hellenic shipyards, controlled by Mr Stavros Niarchos. The contract between the Defence Ministry and Mr Niarchos's representatives was signed in Athens yesterday.

US-Vietnam talks open in Paris tomorrow

From Our Own Correspondent
Paris, May 1

Negotiations on the establishment of normal relations between the United States and Vietnam will open in Paris tomorrow. They will take place alternately in the American and Vietnamese embassies.

The United States will attempt to obtain some indication of the progress of the Vietnam peace talks. The Vietnamese Government wants to secure substantial financial aid for the reconstruction of the country.

Both these conditions were laid down in the Paris agreements of January 1973 which

put an end to the American military commitment in Vietnam.

Mr Phan Van Dong, the Prime Minister of Vietnam, who left Paris yesterday after a highly successful official visit to France, told a press conference last week: "We good will on both sides. I shall, in the present political situation, achieve results. I have been, and always will be, an optimist."

He did not think, however, that it was sensible to say that the arms abandoned by the United States in Vietnam after its withdrawal could be regarded as compensation for the ruins it had left behind.

Extremists settle in West Bank

Tel Aviv, May 1—Ultra-nationalist Israeli settlers have begun to move into the West Bank.

Members of Gush Katif arrived early this morning in lorries at the Mevo Shalem, about six miles across the 1967 border.

The group, which believes in the right of Jews to biblical Israel, unloaded building supplies at an abandoned Jordanian police post.

A spokesman said that quarters for 15 families will be built in the first phase. Some 2000 members were waiting to join as soon as funds were found to erect more houses.

El Al disrupted the strike by maintaining a near riotous atmosphere of grandiose promises today. Ten flights to the United States and Europe were cancelled—Reuter and AP.

S African concession on Namibia

From Nicholas Ashford
Johannesburg, May 1

Progress was made during the talks in Cape Town last week between South Africa and representatives of the United Nations Security Council on the future of Namibia (South-West Africa), according to Mr Vorster, the Prime Minister.

Addressing a National Party rally at Vredendal, at the weekend, he said: "Were you to ask me whether progress has been made and if there is light ahead, I would say yes."

Although he did not reveal the contents of the discussion, Mr Vorster said they were of "cardinal importance" to South Africa.

Despite the silence which the delegations to the meeting have maintained, there are growing indications that substantial progress was made during the three days of talks, particularly on the questions of free elections in Namibia.

Mr Clemens Kapraro and Benjamin Afrika, two delegation leaders to the Tlokweng conference, have confirmed that they understand South Africa is now prepared to agree to internationally-supervised elections in the territory in which the South-West Africa People's Organisation (SWAPO) would participate.

Much will now depend on whether SWAPO will be prepared to adopt a more conciliatory line in response to the concessions which South Africa seems prepared to make. The Western representatives are expected to have talks with SWAPO leaders before returning to South Africa for further discussions.

They will want to know whether SWAPO would be prepared to take part in internationally supervised elections. This could pose a dilemma, the organisation. Although concessions would win an election, it might not do so a convincing majority.

There are undoubtedly within SWAPO's leadership. The organisation could run the risk of confrontation and intensify the guerrilla war.

New Nixon tapes revealed

Continued from page 1

The day before, Mr John Ehrlichman, one of his assistants, had disclosed impeachment with the President. "I don't know if I've thought about it or not, but I'm thinking about it last night. On the ground that you committed a crime."

The President: "Right." Mr Ehrlichman: "And that there is an other legal process available to you, the United States people have a right to know."

The President: "Right." Mr Ehrlichman: "Other than impeachment?" Mr Nixon described news stories that he might be impeached as "bull (expletive deleted)." Or another occasion he discussed with Mr Colson the possibility that Mr John Mitchell, the Attorney General, should be persuaded to take responsibility for the whole episode.

On April 5, 1973, Mr Nixon discussed the impeachment of Mr Haldeman, who was another of his assistants, Mr Ehrlichman and the new Attorney General, Mr Richard Kleindienst. The President said: "I'll keep one jump ahead of its (expletive deleted) sheriff. No, in this case, they're not going to get me. I know what we're doing. I know the target is, I know the target is, I know the target is, I know they have my goat."

Leading industrialists involved in Bodyswapping deals

It's an open secret that the biggest names are the biggest bodyswappers of them all. Ford, Esso, British Steel, Scottish & Newcastle Breweries and many others are using the technique that speeds their freight so smoothly and safely.

Freightliner's unique bodyswapping system combines the best of road and rail to give an unbeatable nationwide service. Our container trains speed overnight at 75mph: no other system can move your goods door-to-door faster over the long haul.

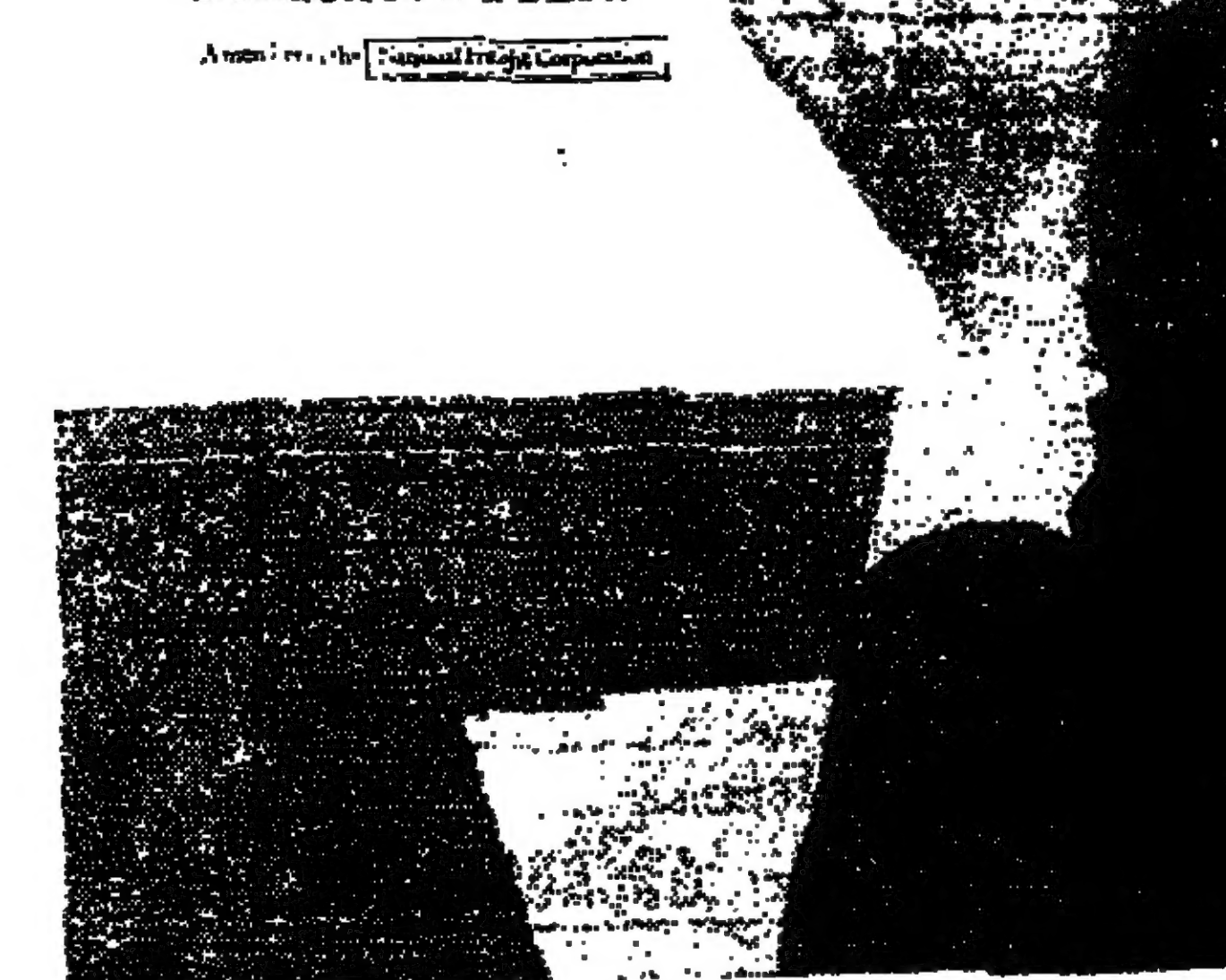
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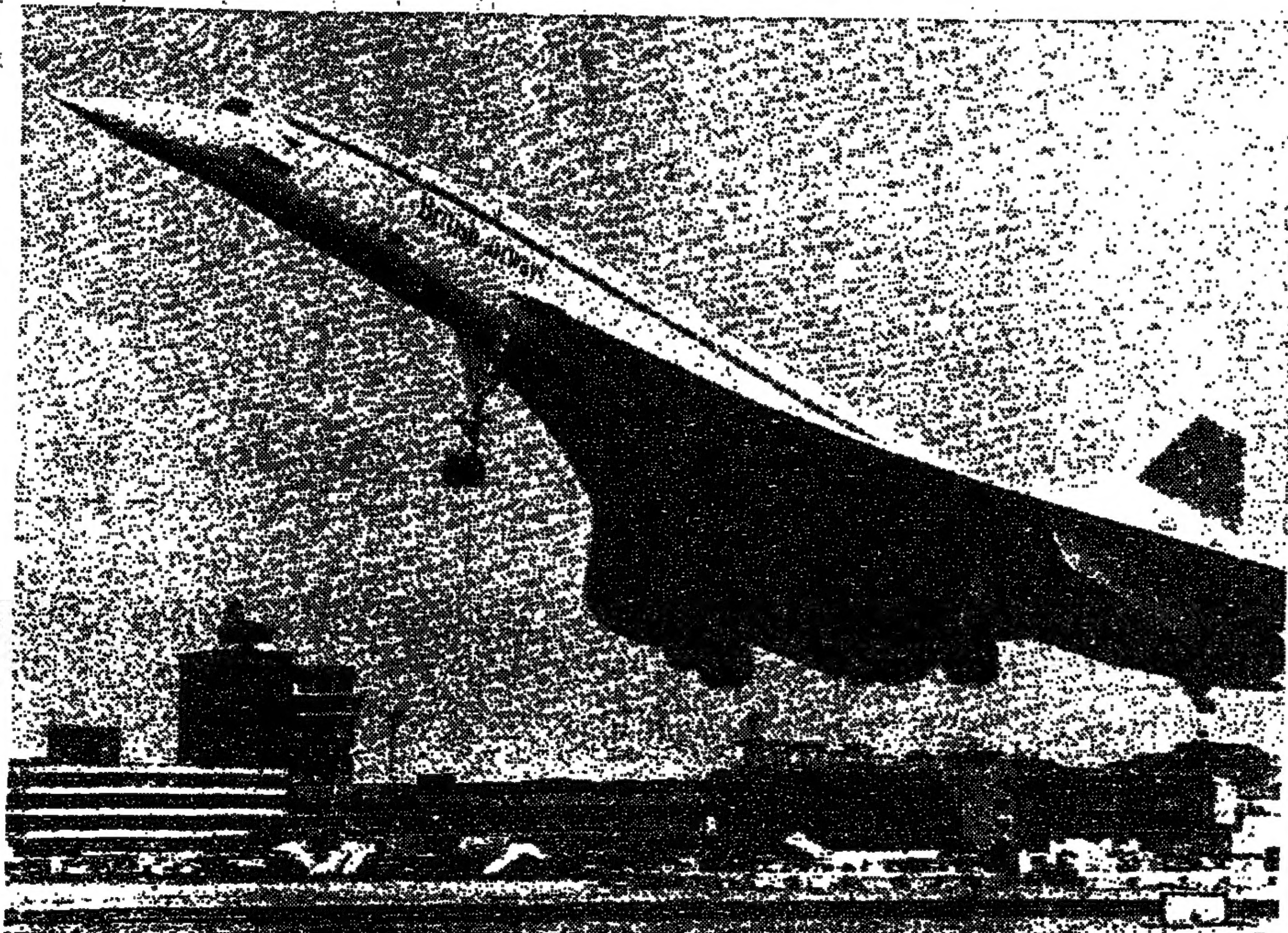
British airways ANNOUNCE

Monday, May 2, 1977



Fly the flag
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ALL SYSTEMS ARE GO!



FROM MAY 13 Concorde will fly to Washington four times a week adding a Friday service to its Monday, Thursday and Saturday services. All flights depart London 1300 arriving Washington at 1210 local time.

TriStar bonus for the Gulf

THE GULF, like British Airways, has come a long way since those days 50 years ago when the first scheduled flights took six days and were regarded as journeys into the unknown.

Now the Gulf, with its oil bounty, is racing through an industrial and cultural revolution.

In exchange for oil, the Gulf States have an almost insatiable appetite for consumer products and capital goods.

And British Airways is helping businessmen keep in step with the boom.

Services to the area by wide-bodied TriStars have been increased from seven to 17 each week.

Success

There are now daily TriStar flights to Dubai, Doha and Abu Dhabi. From May 18, Kuwait will have a daily TriStar flight, at present, there are TriStars on six days a week.

For the first time Bahrain and Doha are served by TriStar flights from Heathrow.

Since the wide-bodied luxury of the TriStar was introduced on the Gulf run a year

Announce Reporter

ago it has been a tremendous success.

No wonder. The British Airways TriStars have been specially fitted out to serve the demands of flights to the Gulf.

First-class cabins have been enlarged and seats in both sections are now as big as those in a jumbo jet. Wardrobes and galley units have also been improved.

Doha can also be reached by seven VC10 flights a week while Muscat is served by four 747s a week.

And, of course, there is always the ultimate in air travel — supersonic Concorde from Heathrow to Bahrain in only four-and-a-quarter hours.

Cartoon by Ross



Care in the air

BRITISH AIRWAYS has always done all it can to help passengers who are handicapped, disabled, or elderly.

And these passengers can help British Airways help them further by saying when the flight is booked that they need special attention or equipment.

Details of the facilities available are given in a booklet called "Care in the Air", which has been specifically produced by the Airline Users' Committee. It gives advice on all facets of air travel.

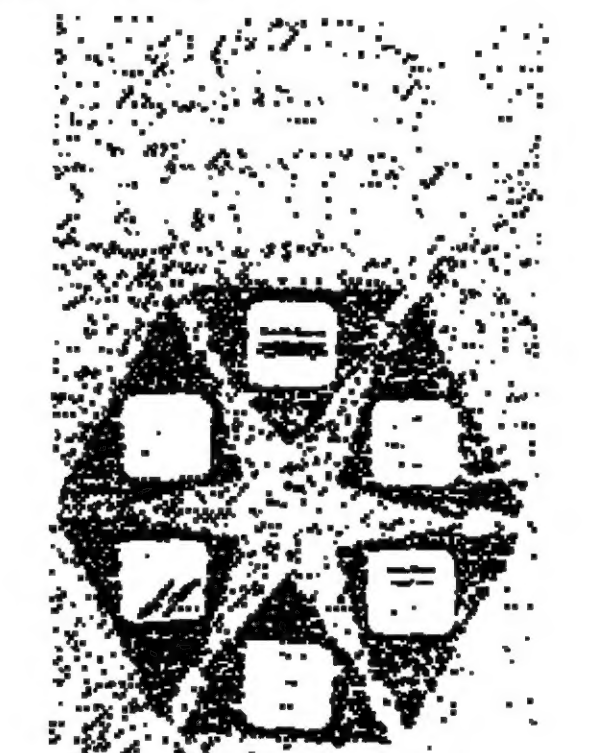
Copies can be obtained from the Airline Users' Committee at C.A.A. Greville House, 37 Grafton Road, Cheltenham, Glos.

Make the going easier

GETTING to and from an airport is often the most frustrating part of a journey.

Now British Airways has produced a four-page guide to help ease the journey to Heathrow Airport.

Available at travel agents and British Airways Shops, the leaflet gives advice on the best way to reach Heathrow by car, train or bus.



Although Heathrow is well served by motorways and car parks, British Airways advice is simple: "Ease congestion by travelling to the airport from Central London by bus."

Regular special services leave the air terminals at Victoria (for inter-continental flights) and West London (for domestic and European flights) for Heathrow. The £1 journey takes about 45 minutes.

Turkish delight ...

TURKEY can be a delight for business travellers. This ancient nation, with its roots in the east but its future anchored to the west, is eager for British goods and know-how.

The demand for business travel to Istanbul, the Turkish commercial heart, is now so great that British Airways TriStars from Heathrow.

The wide-bodied TriStars will operate every Thursday as part of the normal service between Heathrow and Istanbul. First-class facilities are available on all flights.

... and gifts in Greece

GREECE has made Common Market membership its goal. Now that the seat of democracy is coming out of its recent isolated position, British business travellers are taking advantage of the export opportunities available in Greece.

For the holidaymaker, Athens has now an Apex fare. That means that with advance booking, travellers can reach the Greek capital on a British Airways schedule flight at greatly reduced cost.

To meet the expected increased demand on flights between Heathrow and Athens, the TriStar service has been increased from two flights a week to four.

The twice-daily flights from Heathrow leave at 0920 and 1455.

With Greece opening up again to British trade, Salónica is developing into an important business route from London.

British Airways now offer two direct flights a week by Trident leaving Heathrow at 0815.

More jets for more places

NORTHERN Europe is switching into top gear for the trade fair season, and British Airways has more jets than ever to this important region.

From Switzerland to Sweden, from Helsinki to Hamburg, there is a huge demand for British exports and skill.

Last year, our exports to Northern and Eastern Europe topped £6294 million — an increase of more than £1545 million — and 1977 promises to be another record breaker.

Businessmen are now seeking even better air services to Northern Europe's commercial capitals and British Airways has responded to that demand. For example, there are now:

MORE flights than ever.
MORE direct European flights from regional airports.

Holiday with Flair

GREAT NEWS from Flair — their fixed price guarantee for holidays in Summer 77 have been extended indefinitely.

The brochure price of Flair holidays is guaranteed and Flair, part of the Trust House Forte group, in association with British Airways, is offering marvellous holiday bargains.

Some examples are:
Fourteen nights at Forte Holiday Village, Sardinia, from £195. Fourteen nights at Hotel Messonghi Beach, Corfu, from £165 from Gatwick; £175 from Manchester. Fourteen nights at Hotel Mirabello, Crete from £239.

Children's discounts on holidays to Greece and Sardinia have been increased to 20 per cent. Flights are mainly by British Airways and there are local departures from Manchester, Glasgow, Edinburgh and Luton as well as Heathrow and Gatwick.

MORE convenient connections at Heathrow.
SPECIAL business packages.
SPECIAL flights to major trade fairs.

SPECIAL information bureau to advise on trade fairs.

SCANDINAVIA has traditionally been an excellent market for Britain, and British Airways is helping to make it even better. The London to Oslo flights are being increased from seven to 12 a week from May 30 and, from May 2, Stockholm will be served with two flights a day from Heathrow.

There is a twice-daily service from London to Copenhagen and on six days a week the afternoon flight is operated by a TriStar. There are also three flights a week to the Danish capital from Manchester.

FINLAND continues to be served by a daily Trident to Helsinki at 1130.

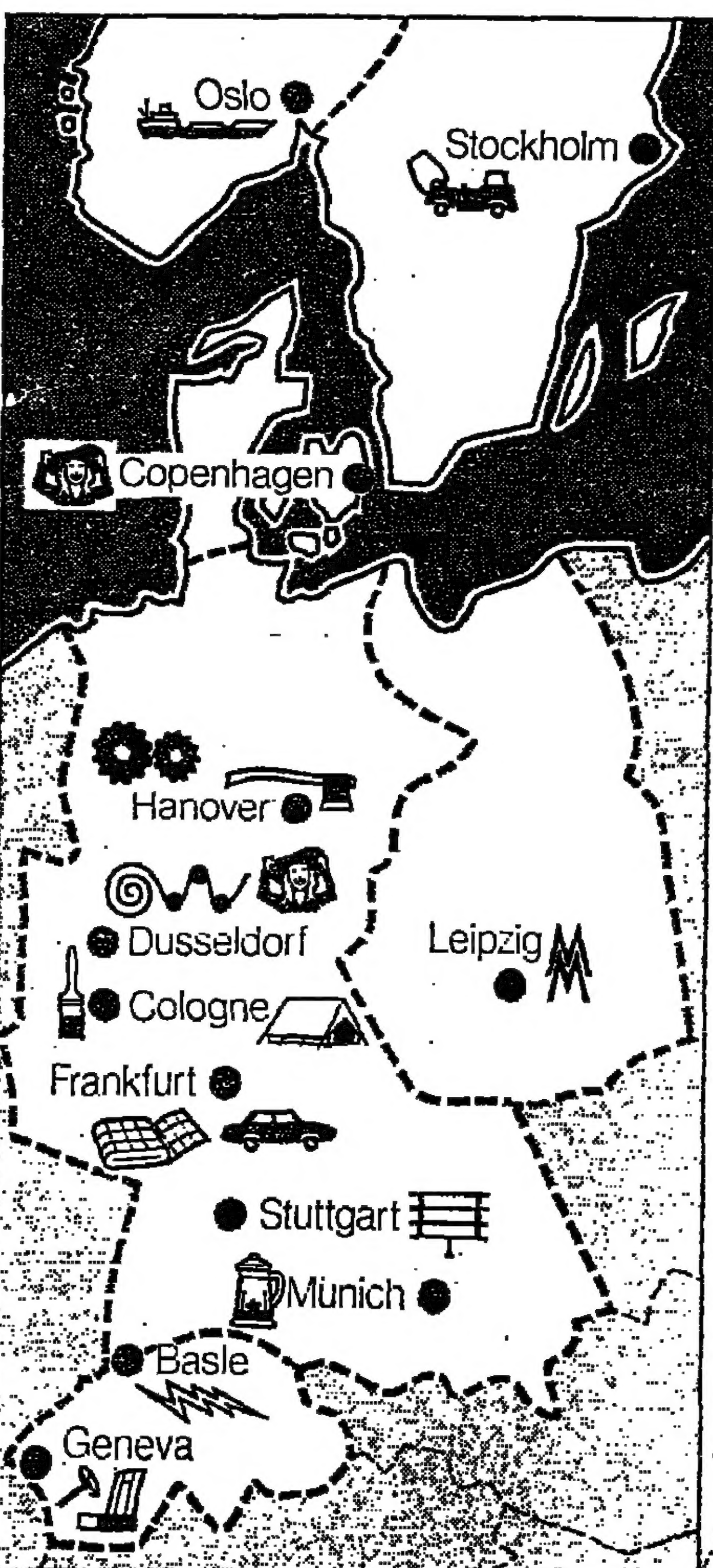
SWITZERLAND may be a small nation but it is a vital export market. To assist the region's businessmen a new Manchester-Zurich service will operate six days a week. Geneva and Zurich also have three Trident services from London every day. There is also a service to Basle every day except Saturday.

FEDERAL REPUBLIC OF GERMANY: British Airways has flights to nine destinations in the Federal Republic, and more flights there from the UK than any other airline and there has been an increase in services from regional airports.

EASTERN EUROPE: There are 23 British Airways flights to nine destinations every week. New Sunday services have boosted London-Budapest flights to four weekly, and London-Warsaw flights to five weekly.

What's more, special daily flights will operate from London to Leipzig during the important Autumn Trade Fair from September 3 to 11.

Major Trade Fairs in North Europe Summer 1977



- SCANDINAVIA**
 - Oslo: International Shipping Exhibition 08-14 May
 - Stockholm: International Roadway Congress Fair 20-23 June
 - Copenhagen: Scandinavian Fashion Week 15-18 Sept
- FEDERAL REPUBLIC OF GERMANY**
 - Frankfurt: International Fair for clothing textiles 10-13 May
 - Cologne: International Interior Decoration and Furnishing Fair 14-17 May
 - Hanover: UGI A — International Fair for machinery and equipment for the wood industry 18-24 May
 - Dusseldorf: DRUPA — International Printing and Paper Fair 03-16 June
 - Stuttgart: International Shutter and Slide Fair 08-12 June
 - Munich: International Brewing Machinery Exhibition 09-16 Sept
 - Dusseldorf: International Fashion Fair 11-14 Sept
 - Frankfurt: International Motor Show 15-23 Sept
 - Hanover: International Machine Tool Exhibition 20-29 Sept
 - Cologne: International Fair for Sports Goods, Camping Equipment and Recreation 02-17 Sept
- GERMAN DEMOCRATIC REPUBLIC**
 - Leipzig: International Autumn Fair 04-11 Sept
- SWITZERLAND**
 - Geneva: International Exhibition for Supply to the Vehicle Industry 10-12 May
 - Basle: Electronics and Electrical Engineering Fair 06-10 Sept

For further information on Trades Fairs and Exhibitions ring—London 01-834 2323 Ext. 4544, Birmingham 021-643 7871 Ext. 40, Manchester 061-631 7167 Ext. 369, Glasgow 041-332 9688 Ext. 314, and Belfast 0232 40434 Ext. 416.

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reservations: either details, see your
travel agent or British Airways shop

Local Government, Public & Educational Appointments

TRINITY AND ALL SAINTS' COLLEGES

Trinity and All Saints' Colleges, affiliated with the University of Leeds, form an independent institution providing studies leading to B.A. (Collegiate), B.Sc. (Collegiate) and B.Ed. Degrees of the University of Leeds. Candidates appointed to the teaching posts described below will be expected initially to reach to honours degree level but should have an interest in more advanced work.

Each degree combines a selected Major Academic area of Study with a Professional Study chosen from the three available fields:

- Communication** — for careers in publicity and media requiring expertise used by a wide range of organisations in their communications (examples have been negotiated from relevant professional examinations).
- Education** — for careers in Teaching and other Educational Services.
- Management Sciences** — for careers in such areas as Accountancy, Banking, Insurance, Local Government and Management (with exemptions from many relevant professional examinations).

Applications are invited for the following posts:

- SCHOOL OF EDUCATION**
1. Lecturer/Senior Lecturer with responsibility for the organisation of In-Service Education for Teachers.

SCHOOL OF MANAGEMENT SCIENCES

2. Lecturer/Senior Lecturer in Management Studies.
3. Lecturer/Senior Lecturer in Business Studies.

SCHOOL OF COMMUNICATION

4. Lecturer/Senior Lecturer in Organisational Communication.
5. Lecturer/Senior Lecturer in Communication Research or P.R. theory and practice.
6. Lecturer/Senior Lecturer in Communication Practices.

DIVISION OF HISTORY: ENGLISH: DRAMA

7. Lecturer/Senior Lecturer in History.

Candidates interested in the School of Communication may apply for more than one of the three posts. Preference will be given to those with relevant professional experience in e.g. public relations.

SALARY SCALES within the range:

Lecturer II £5,391 to £5,805

Senior Lecturer, £5,343 to £5,777

With an addition of up to £180 from April 1977.

Further particulars and application forms, which should be returned not later than Wednesday, May 18, 1977, are obtainable from:

The Registrar (Applications),
Trinity and All Saints' Colleges,
Brunswick Lane,
Horsforth,
Leeds LS18 5HD.

THE GIRLS' PUBLIC DAY SCHOOL TRUST

The Council of The Girls' Public Day School Trust invite applications for the

Headship

of the
**BRIGHTON AND HOVE
HIGH SCHOOL FOR GIRLS**
(Direct Grant reverting to Independence)
The Temple, Montpellier Road,
Brighton, BN1 3AT

which will become vacant in January, 1978, following the appointment of the present Headmistress to another Headship. The successful candidate will be expected to take up the post on 1st January, 1978. The school is group 9 for Bursarial salary purposes.

The Head has responsibility for the Upper and Lower Schools: there is a total of 611 pupils, 432 in the five-form entry Upper School (including 103 in the sixth form) and 179 in the Lower School for girls aged 5-11. Adjoining the Upper School there are two boarding houses with accommodation for a total of approximately 60 boarders.

Further particulars regarding the school and the method of application for the post should be obtained from The Secretary, The Girls' Public Day School Trust, 28 Queens Anne's Gate, London, SW1N 3AN; to whom candidates should send applications not later than Monday 23rd May, 1977.

University of Edinburgh
SECRETARY TO THE
UNIVERSITY

Applications are invited for the post of Secretary to the University of Edinburgh. The successful candidate will be responsible for the day-to-day running of the University and will act as a liaison between the University and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the University, 100 George Street, Edinburgh, EH2 2JN.

DURHAM SCHOOL

Required for September, 1977, a GRADUATE in Latin, Greek, and/or French, with a minimum of five years' experience in a similar post. The successful candidate will be responsible for the day-to-day running of the school and will act as a liaison between the school and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the School, 100 George Street, Durham, DH1 1TA.

Lytmer Upper School

Required for September, 1977, a GRADUATE in Latin, Greek, and/or French, with a minimum of five years' experience in a similar post. The successful candidate will be responsible for the day-to-day running of the school and will act as a liaison between the school and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the School, 100 George Street, Lytmer, Cambridgeshire, CB23 9QJ.

GRADUATE

to teach History at all levels up to University level. The successful candidate will be responsible for the day-to-day running of the school and will act as a liaison between the school and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the School, 100 George Street, Lytmer, Cambridgeshire, CB23 9QJ.

EXPERIENCED full-time Librarian

with musical knowledge required to teach Music at all levels up to University level. The successful candidate will be responsible for the day-to-day running of the school and will act as a liaison between the school and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the School, 100 George Street, Lytmer, Cambridgeshire, CB23 9QJ.

UNIVERSITY OF WALES
University
College of
Swansea

Lecturer

Applications are invited for the post of Lecturer in the Department of Social Policy and Social Work. The successful candidate will be responsible for the day-to-day running of the department and will act as a liaison between the department and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the Department, 100 George Street, Swansea, SA1 2WA.

The appointment, which is temporary, will be for a period of one year. The successful candidate will be responsible for the day-to-day running of the department and will act as a liaison between the department and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the Department, 100 George Street, Swansea, SA1 2WA.

Queen Mary College
University of London
RUSSIAN DEPARTMENT

Applications are invited for a

TEMPORARY
LECTURERSHIP

from October 2nd with some leave. The successful candidate will be responsible for the day-to-day running of the department and will act as a liaison between the department and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the Department, 100 George Street, London, EC1A 3BS.

University of Aberdeen

LECTURERSHIP IN
ENGINEERING

Applications are invited for a Lectureship in Engineering. The successful candidate will be responsible for the day-to-day running of the department and will act as a liaison between the department and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the Department, 100 George Street, Aberdeen, AB9 8QJ.

ELTHAM COLLEGE

Direct entry to 600 boys' H.M.C. The successful candidate will be responsible for the day-to-day running of the college and will act as a liaison between the college and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the College, 100 George Street, Eltham, London, SE8 4JF.

University of Edinburgh

CHAIR OF
CONSERVATIVE
DENTISTRY

Applications are invited for the Chair of Conservative Dentistry. The successful candidate will be responsible for the day-to-day running of the department and will act as a liaison between the department and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the Department, 100 George Street, Edinburgh, EH2 2JN.

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The Registrar (Applications),
Trinity and All Saints' Colleges,
Brunswick Lane,
Horsforth,
Leeds LS18 5HD.

LAKE DISTRICT NATIONAL PARK

NATIONAL PARK OFFICER

Applications are invited for the post of National Park Officer. The successful candidate will be responsible for the day-to-day running of the park and will act as a liaison between the park and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the Park, 100 George Street, Lake District, Cumbria, LA20 9LR.

The successful candidate will be responsible for the day-to-day running of the park and will act as a liaison between the park and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the Park, 100 George Street, Lake District, Cumbria, LA20 9LR.

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The Registrar (Applications),
Trinity and All Saints' Colleges,
Brunswick Lane,
Horsforth,
Leeds LS18 5HD.

The successful candidate will be responsible for the day-to-day running of the park and will act as a liaison between the park and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the Park, 100 George Street, Lake District, Cumbria, LA20 9LR.

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Brunswick Lane,
Horsforth,
Leeds LS18 5HD.

UNIVERSITY OF BRISTOL
Department of Extra-Mural StudiesRESIDENT TUTORSHIP IN
OUTER-AVON

Applications are invited for the post of Resident Tutor in the Department of Extra-Mural Studies. The successful candidate will be responsible for the day-to-day running of the department and will act as a liaison between the department and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the Department, 100 George Street, Bristol, BS1 3PL.

The successful candidate will be responsible for the day-to-day running of the department and will act as a liaison between the department and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the Department, 100 George Street, Bristol, BS1 3PL.

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University of St. Andrews

DEPARTMENT OF RUSSIAN
READJUSTMENT

Applications are invited for the post of Readjustment Lecturer. The successful candidate will be responsible for the day-to-day running of the department and will act as a liaison between the department and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the Department, 100 George Street, St. Andrews, Fife, KY16 9AL.

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University of Edinburgh

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Readvertisement

COUNCIL FOR
EDUCATIONAL TECHNOLOGY

Programme Organiser

(Salary range £6209—£7269)
for an initial period of two years (secondment possible)

This is a senior appointment for a member of staff to initiate new activities and develop existing work in the section of the Council's programme which aims to help Senior Policy Makers in education and training to use information technology about the contribution of educational technology.

Applications are invited from those who have worked at a senior level in education and/or training and are familiar with the needs of the Council's audience. A recently retired person would be considered.

The post is based on the Council's offices in London and the Programme Organiser would need to have a reasonable commuting distance.

Closing date for applications: 1 June 1977

Full details of the post are available from
The Office Manager,
CET, 3 Devonshire Street, London W1N 2BA.

University of Bristol
DEPARTMENT OF
PHYSIOLOGY

Applications are invited for the post of

LECTURER IN
PHYSIOLOGY

The successful candidate will be responsible for the day-to-day running of the department and will act as a liaison between the department and the public. The post is a full-time position and requires a minimum of five years' experience in a similar post. The salary is £5,343 to £5,777 per annum. Applications should be sent to the Secretary to the Department, 100 George Street, Bristol, BS1 3PL.

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PRIME

How the Tories are learning to live with the unions

Whenever the prospects of the next Conservative government are discussed one comes back to the end of the central debate: could they live with the unions without letting inflation rip?

In one sense the dilemma is to be compared with that facing the party in 1951. Then the Conservatives had to show that they could live with the unions despite the memory of the Depression. Now they have to show that they can do so despite the memory of Mr Heath and the miners.

Churchill found it hard enough to convince the electorate before returning to office. That was one reason why his majority turned out to be so much smaller than had seemed likely early in the campaign.

But once in government, he lived his problem by appointing the conciliatory eunuch, Walter Monckton, as Minister of Labour with orders to preserve industrial peace.

This turned out to be peace at the price of wage inflation—a reasonable price it seemed at the time, especially as the level of settlements was modest.

Later standards, but that is precisely what the next Conservative government cannot dare to contemplate. They must seek both to preserve industrial peace and to prevent another wage-price spiral sending soaring again.

There is no use pretending that anybody in or out of the Tory hierarchy is very clear about both these objectives can be met at the same time. But at least, the Tories have developed beyond the old sterile debate of incomes policy versus monetary policy.

A formal incomes policy, statutory or otherwise, is out. Few Conservatives today want to return to the land of rigidities and all that. Monetary policy is in. But to put it in such stark terms is to miss the nuances, and indeed the importance, of the debate now taking place at the top of the party.

The question is not whether inflation should be sought through monetary policy, but whether through monetary policy alone.

The monetary doctrine is simple and logical. Tight control of the money supply will ensure that employers do not have the cash to pay inflationary wage claims. If those who demand wages insist on exorbitant increases for their members they will just be pricing more and more of them out of a job.

In the public sector the discipline of the market will be maintained by imposing limits and strict financial targets on the different nationalized industries. So once again if wages rise by more than the industry can bear then jobs will be lost.

But harassed ministers, subject to all the conflicting pressures and anxieties of the day, are not always guided in their actions by simple logic. Mrs Thatcher would hope that she and her ministers, having given each nationalized board its financial target, would then be able to stand back and let it sort out with its own negotiations.

If it comes more than that, it is up to them, which would be likely to reduce demand for its product or service and therefore for employment in the industry. But how can Mrs Thatcher or anybody else persuade the unions that any public sector industry cannot afford to pay more?

Will they not always believe that the Treasury purse is there to be dipped into if they press hard enough? Not if ministers are prepared to stand firm, is the standard reply. But ministers really are so detached if electricity suppliers are cut or the sewage workers are on strike?

It may be easier to make the discipline stick in the private sector, but even there the consequences have certainly been inflationary. Higher unemployment may be recognized only when people are being thrown out of work.

The way unemployment has been rising has certainly had its effect on union attitudes, but it is quite probable that by the time a Conservative government takes over unemployment will be even higher while the level of wage settlements will still be excessive. It would not be an easy task for an incoming administration then to correct this by seeking to push unemployment up yet further.

The self-indulgent author is inclined to preface his books with a list of acknowledgements. Grateful thanks to his venerable history master, who made it possible, to his wife and family, for putting up with his creative ill-humours; to his mistress, for doing the typing; to dear old Bessie, for correcting the proofs, compiling the index and making the tea.

Those who find such sentiments fatuous or tedious would do well to skip the rest of this column and turn directly to the obituary. For after 41 years, during which I have compiled over 1,000 Diary columns, I am handing the mantle of PHS to another. And there are debts to be repaid.

Throughout the period I have been at the head of a team of three reporters. One of them, Robin Young, has been with the Diary longer than I, and three people have shared the third spot.

I need not spend much time in praising them: their work, which has often been by-lined, speaks eloquently for itself. So did the cartoons of Marc, who will be badly missed by *The Times*.

Most of all I am grateful for the largely unpaid assistance

That is why leading Conservatives are seeking means not of weakening the discipline of monetary policy but of applying it less painfully. Some envious have been cast at the West German system of "concerted action", which received a passing reference in *The Right Approach*, last autumn's party policy statement.

Sir Geoffrey Howe, the Shadow Chancellor, described this system in a speech a year ago as one "whereby all those who are concerned with economic decision-making, government, trade unions and employers' organizations meet together regularly in order to exchange, and so far as possible agree, information about the future progress of the economy."

If the Conservatives were to put such ideas into practice here it would mean developing a dialogue with both sides of industry, probably through not necessarily through Neddys, on the prospects for the economy and the consequences of different levels of wage settlements.

This procedure would stop short of declaring a maximum figure for all increases—which, it is felt, would soon come to be regarded as the minimum below which any self-respecting union leader dare not settle—or of specifying the appropriate ceiling in any particular negotiation.

The intention would be rather to engender a general awareness of the broader context in which the decisions would be taken and the effect on employment of pushing up wages too fast in any industry. So as to mitigate fears of the corporate state there would probably be a select committee of the House of Commons to publish closer liaison between Parliament and Neddys. To bring the general public more into the dialogue the Treasury would have to be conducted on far more open terms.

These ideas are linked, but they have not yet been adopted as official party policy. A decision that is likely sometime in the course of the summer. Some of the sterner monetarists in the Shadow Cabinet are not keen and there are others who are unhappy over details. The CBI, for instance, is dubious about the idea of the dialogue through Neddys—though if a special force were set up there would be the danger of investing too much significance, not to say prestige, in the whole process.

There are other dangers. In any dialogue on pay with the unions there is the risk of conceding too much as a quid pro quo. In this case, especially if unemployment is even higher than it is today, the union price might well be a dialogue on growth. In order to get the economy moving again Conservative ministers might be under considerable pressure to permit a higher budgetary deficit than they would otherwise believe to be prudent.

The central dilemma remains, however: is it possible for a general exchange of views on economic prospects to influence wage bargaining without appearing to go back to such devices as norms and guidelines which an increasing number of Conservatives believe to be inventions of the devil? How does one descend from the lofty general to the relevant particular?

In political terms the weakness of these ideas is that they can so easily seem to come into the neither one thing-or-the-other category. But they have the not inconsiderable merit of recognizing reality. Part of the reality is that no economy can be run these days simply according to some iron law: no matter how correct that law may be, governments have to take account of the political and social context in which it will be applied.

If these proposals are accepted, the reality is that no deliberate attempt to make that context as favourable as possible by seeking the good will and understanding of the unions. The other part of the reality is that there is only a limited amount they can do now in opposition to convince the country that they would be able to cut inflation without getting into a downward spiral.

The memory of 1974 can really be exercised only in office. Geoffrey Smith

and advice I have received from readers. Paramount among these must be Adam Roberts of Islington, whose idea for a contest for the most complicated road sign spawned two paperback books and is still running after three years. The idea has been taken up elsewhere, notably in the popular *Thames Life* television programme.

Often, undeterred by the fact that I reject far more photographs of signs than I accept, readers have continued to send them in, along with misprints (too often of my own), gardening hints and other ephemera which they have wanted to share with readers. Without this help, the column would have been the poorer.

I am specially grateful to those readers who have written expressing regret when I revealed a few weeks ago that I would shortly depart. It was a kind thought, though I expect that there are as many who are profoundly relieved by the change, but are too polite to say so.

My transfer will certainly be welcomed unreservedly by those who have written in fury about instances of vulgarity, poor syntax, disrespect to the Royal

Family and other cardinal sins I have committed in the name of my art. I have consoled myself with the thought that even a hostile reaction is preferable to no reaction, and I have tried to answer most critics politely.

I have often been asked—no, that is untrue, have often been told—what a Diary should be. There are those who would like to see a racy chronicle of the private lives of the famous, or the lives of those favoured by one or two largess-filled contemporaries; but the editor of *The Times* is not among them, so that is ruled out.

Others would like to see something more like *The Daily Telegraph's* collection of low-key anecdotes from art galleries, wine dealers, concert halls, regimental dinners and such. Or *The Guardian's* nuggets of speculative intelligence about the corridors of Westminster and the BBC.

A Diary is a personal compilation and I have interpreted my brief as being to write about what interests, amuses or infuriates me. Hence the preponderance of items about food and gardening and, to a lesser extent, men's fashion, horse racing and cricket.

The Norwegian authorities will allow themselves only a brief sigh of relief that the Bravo crisis is over. They will have no time to assess the new implications of harnessing the fields below one of the world's most hostile seas, and the lessons they will undoubtedly learn will have special significance for Britain's oil quest in the North Sea.

The accident happened at the worst possible moment for the Norwegian Government. Facing an election later this year it has now to answer severe criticism of the manifest inadequacy of millions of pounds worth of pollution control equipment, mobilized to fight the oil spillage from Bravo.

In the meantime, a Commission of Inquiry established by the government is investigating the blow out, and its consequences. Why a gusher of oil spouted suddenly from below the seabed is likely to be overshadowed by an examination of the apparent failure of one safety valve, and the mistake made by Bravo before the blow out when a vital piece of equipment was installed upside down.

This undoubtedly created additional difficulties for the repair team who managed to only the first attempt and on the fourth day to control the flow. Phillips Petroleum Company, who operate the Ekofisk field, will also conduct their own investigation of the blow out and what might have gone wrong.

The first reaction to the pollution repercussions of the worst blow out in the North Sea, and the oil pollution which resulted, is likely to be a lengthy examination of Norway's plans to survey and eventually drill for oil north of 62 degrees.

The first doubts about whether the development of the country's offshore oil reserves was proceeding too quickly had already been expressed before the Bravo incident. If the safety-conscious Norwegians now feel that it has been clearly demonstrated that they are tampering with forces they cannot yet adequately control, project north of 62 could be put back many years.

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The difficulty this presents is apparent from three important international meetings taking place at present to examine the political and technical aspects.

The most influential of these is a private affair in London, which started last Thursday consisting of government and industry experts of the Nuclear Suppliers Group, which includes Britain, France, Germany, Japan, the Soviet Union and the United States. In other words the countries which have the skill to export nuclear reactors, nuclear fuel enrichment and fuel fabrication factories, and nuclear waste reprocessing plants.

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The British would like to see stricter controls over commercial nuclear stocks in IAEA countries, with reprocessing services made available to other countries, but not the technology.

Provided France and Germany are allowed to complete the existing contracts, there is a good chance that agreement could be reached on this matter. But the view is not quite in harmony with a third meeting, starting in Salzburg today and arranged by the International Atomic Energy Agency. There more than 2,000 ex-

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Why did a safety valve fail, and why was the pollution equipment inadequate?

After the Bravo blow out: now the time to ask the critical questions

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The North Sea is well known for its high and rough seas, and it is curious that the Norwegian authorities have relied on equipment which was almost guaranteed to fail.

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Much of the escaped oil has evaporated. Mr Bugge's authority is confident that the rest will be broken down and eventually sunk by wave action and by the completely disposable by the middle of this week. Permanent damage to fish stocks, which would also have proved politically damaging for the Government, therefore appears to have been averted.

Four days after the blow out Mrs Gro Harlem Brundtland, the Minister of the Environment, said that the Government had initiated measures for developing more modern and more efficient anti-pollution equipment. But the country's intention

The Norwegians favour mechanical gathering equipment rather than chemical dispersants. The booms and skimmers they relied upon first to trap and then to scoop the oil from the surface were rendered virtually unworkable by the rough conditions. It is now clear that they cannot work in waves of more than six or seven feet.

As the licensees are responsible for safety precautions during drilling, and for dealing with oil spillage, the state pollution authority ordered them to have equipment with a theoretical oil collection capability of 8,000 tons a day to deal with the Bravo spill.

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Four days after the blow out Mrs Gro Harlem Brundtland, the Minister of the Environment, said that the Government had initiated measures for developing more modern and more efficient anti-pollution equipment. But the country's intention

The Norwegians favour mechanical gathering equipment rather than chemical dispersants. The booms and skimmers they relied upon first to trap and then to scoop the oil from the surface were rendered virtually unworkable by the rough conditions. It is now clear that they cannot work in waves of more than six or seven feet.

As the licensees are responsible for safety precautions during drilling, and for dealing with oil spillage, the state pollution authority ordered them to have equipment with a theoretical oil collection capability of 8,000 tons a day to deal with the Bravo spill.

The first doubts about whether the development of the country's offshore oil reserves was proceeding too quickly had already been expressed before the Bravo incident. If the safety-conscious Norwegians now feel that it has been clearly demonstrated that they are tampering with forces they cannot yet adequately control, project north of 62 could be put back many years.

In the immediate aftermath of the Bravo crisis, the Norwegian Oil Directorate is expected

A waste-fuel rod from any one of these reactors can contain enough plutonium to make a weapon—though an analysis suggests this would need very advanced techniques. Hence the attraction of reprocessing plants which separate the plutonium.

The difficulty this presents is apparent from three important international meetings taking place at present to examine the political and technical aspects.

The most influential of these is a private affair in London, which started last Thursday consisting of government and industry experts of the Nuclear Suppliers Group, which includes Britain, France, Germany, Japan, the Soviet Union and the United States. In other words the countries which have the skill to export nuclear reactors, nuclear fuel enrichment and fuel fabrication factories, and nuclear waste reprocessing plants.

There are sharp divisions between members of this exclusive club, reflected, for instance, in American anger over the \$5,000 sale by West Germany to Brazil of nuclear reactors associated enrichment and waste reprocessing plant that could separate plutonium, and over a reprocessing factory to be supplied to Pakistan by France.

Reprocessing waste to obtain plutonium was devised originally for weapons. The commercial reason for making a stockpile is to store a fuel that could take over when uranium runs out. But the plutonium would be used in the new generation of fast-breeder reactors, taking about four tons, an enormous quantity by weapon standards.

Thus the argument for some form of inspection and safeguard under the Nuclear Non-proliferation Treaty, to ensure that material is not diverted, seems obvious. However, contributions to



The capping of the Bravo oil well Canyon oil tanker in just over

oil installation safety and pollution control to fisheries conservation. Some of these activities conflict. This was demonstrated clearly at Ekofisk. For the sake of fisheries in the area, the Norwegian pollution control agency banned the spraying of chemicals to disperse the oil as these might break the slick into drops that, allowing much of it to sink, would become a more serious hazard for marine life. Even though the reagents are many times safer than those used for the Torrey Canyon incident ten years ago, it takes about one gallon of dispersant costing £1 (sterling) to break up a gallon of oil. The North Sea is one of the most abundant fisheries in the world because of the Phytoplankton, or microscopic plants. The microscopic life flourishes in the uppermost layer down to a depth of 250ft. Their abundance governs the distribution and nutritional pattern of fish. Floating oil is a threat to fish living near the surface whose eggs and larvae float within inches of the surface in the spawning season. Concern is being expressed for several species whose spawning seasons are about to begin. Although the vulnerability of these vital links in the food chain to various pollutants are known, the overall effect on fisheries from the Ekofisk spill is difficult to say. Marine biologists from both countries are investigating the area for this reason. Long before they produce their conclusions, Britain, Norway and other coastal states bordering the North Sea need to have decided what steps they must take to strengthen safety regulations.

"Fifteen thousand people ruthless and also the most suc Why then, l

Why then has the Argentine regime so far escaped the international moral censure and economic sanctions applied to Chile? Partly no doubt because the predecessor civilian regime had none of the ideological-romantic appeal of Allende and his Unidad Popular. Partly too because a power struggle is discernible within the regime and foreign interests have been hoping that gentle treatment would help the "moderate" faction—represented by President Videla himself to come out on top. Such an outcome now seems less likely than it did a month ago in view of the President's past connexions with some of those recently arrested as a result of the "traveller affair" and the "canal affair" and such a mistake with Argentina as it is with the Soviet Union to suppose that one can help the cause of human rights by relaxing pressure rather than increasing it. However strong or weak

the position of the President, the junta as a whole must be assumed to be capable of ending the secret detentions, torture and arbitrary killings by its own agents. The regime as a whole is also in desperate need of extended international credit. The latter should therefore be made dependent on the former. And so far as Britain is concerned, it should be clear that public opinion would not permit a British government to surrender any part of its authority over the Falkland Islands to an Argentine regime of the present type.

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during the next few days a divide

the cheapest in the western industrial world, that wage restraint by the Labour Government will bring about an income below the rate of inflation, or that council rates and fuel costs have gone up as a direct consequence of Government policy.

In other words, even Europeanist Labour ministers have a vested interest in maintaining the status quo. The rising cost of living as a whole is almost solely to be explained by the Heath Government's decision to make the United Kingdom into the EEC.

It is, in fact, possible to doubt whether the assumptions of labour policies are sound. The United Kingdom membership of the EEC is consciously a potent factor among electors, or that there has been a fundamental shift in public opinion since the electorate's overwhelming "yes" in the 1975 Referendum.

Nevertheless, as the Government makes up its mind about the Direct Elections Bill, with particular attention to the method of voting and the chances for the necessary guideline, anti-Europeanist forces on both sides of politics see a providential chance to re-group and fight again a battle that had seemed finally lost. They came out in force in the Commons debate, and argued with great pertinacity and insidious skill, reinforcing the minimum wage. It was a waste to deny Mr Callaghan the Bill he is still determined to carry.

It is ill luck for Mr Callaghan that he will succeed only on a large block of Conservative votes, and thereby badly split his party in and outside Westminster. My clear impression is that the Conservatives, now arguing for first past the post, or for PR, as they came up to the fence, will choose decisively for direct elections without delay,

From Mr R. Toole Stott

Professor Long Kaldor refers to "a new book" published by the Brookings Institution "some two years ago" having come "to the same conclusion as Tarling and Wilkerson in 1971 that it is referring to Nordhaus's article, "The World-Wide Wage Explosion," published in *Brookings Papers on Economic Activity*, no. 3, 1971. I suggest that he re-read it as well. It is based on annual data for a brief period (1956-1971), does not even consider price inflation but overlooks the fact that the real wage is not Nordhaus himself recognizes as a highly simplified monetarist model. It in no way contradicts the "conventions" to which the government refers.

It is an extensive economic study by the staff of the subcommittee on Domestic Monetary Policy of the US House Representatives, based on monthly quarterly, and annual data for a

under states may be particularly important for the US in view of the importance of monetary channels as a prime determinant of its subsequent rate of inflation and its average lag of about two years. This is only a small part of the to be evidence, which covers over a century for the US and the UK, a much longer and shorter periods in many other countries.

To avoid misleading parallels, let us stress two points. First, many factors affect the precise rate of inflation that will follow a given rate of monetary growth, most notably, the potential for real growth, the state of expectations, the exchange rate regime, and the course of prices in the rest of the world.

But no continued and substantial inflation can occur without monetary

From Professor Milton Friedman relate the rate of change of α

Professor Long Kaldor refers to "a new book" published by the Brookings Institution "some two years ago" having come "to the same conclusion as Tarling and Wilkerson in 1971 that it is referring to Nordhaus's article, "The World-Wide Wage Explosion," published in *Brookings Papers on Economic Activity*, no. 3, 1971. I suggest that he re-read it as well. It is based on annual data for a brief period (1956-1971), does not even consider price inflation but overlooks the fact that the real wage is not Nordhaus himself recognizes as a highly simplified monetarist model. It in no way contradicts the "conventions" to which the government refers.

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But no continued and substantial inflation can occur without monetary

From Mr Jeremy Hutchinson,

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From Mr Stephen Hutch

some and costly establishment of County Hall". Many of us engaged in local government and involved in problems arising from the Local Government Act of 1965 would think that this was a reasonable and not necessarily mean "better". But admitting that the Greater London Council is "elaborate" and "costly" and may even be "circuitous" to do what is required, Mr. Hutchinson has put forward a few practical alternatives, possibly because he does not know as much as he should about the functions of the GLC.

The GLC has strategic functions, particularly in the fields of planning, of highways and transportation, main drainage and, for the inner London boroughs of education, that certainly do not lend themselves to delegation to the boroughs. As an education authority the former London County Council acquired a reputation, which is well known, for the quality of its education.

Do Mr Hutchinson, Mr Cudger or I really believe that London children will be better off if ILE is replaced by 12 education authorities, none of them disposing of the resources at County Hall's disposal? Do they really believe that to dismantle County Hall will make it easier to deal with the difficult problems of public transport in London? Do they believe that abolishing the GLC will not only give Londoners improved services but will also reduce the burden on the ratepayers?

Yours faithfully,

ARTHUR SUPER,
Town Hall,
Hackney, E8.
April 23.

From Mr W. R. H. Orc.

If the same economic considerations, such as providing work for the heavy electrical and boiler industry and a market for coal, were applied to the above suggestion, the following might be the

the generation of electricity would enable the stations to be used during such time as the district heating network had built up to a level of economic size for connection.

If the same economic considerations, such as providing work for the heavy electrical and building industry and a market for coal, were applied to the above suggestion, together with an economic assessment of the employment, the various schemes would produce local jobs where it is required. It is possible that a scheme should be about 200 MW. Two of the three combined heat and power studies already carried out (Battersea and Pinkettym) provide a basis for an immediate start. Not only would such a scheme have fit the short-term economy but it would also bring about real long-term energy savings.

Could I suggest that to replace Roosevelt's "New Deal" in America for 1930 we should now have Britain's "New Deal" (Energy, Conservation, Economic Boost and Employment) for 1977 based on the development or combined heat and power nationally?

Yours faithfully,

W. R. H. ORCHARD,
Consulting Engineer,
Orchard Partners,
Arlene House,
Kingsway, WC2.
April 25.

From Mr P. M. Beard

heat and power, which can amount to 15 per cent of the gross primary energy of a hot climate zone. Industrial loads are considered together. This compares with an estimated 2 per cent savings for solar energy in the domestic sector.

Mr Rost rightly makes the case for a price policy that encourages energy conservation. In practical terms the recent 30 per cent rise in gas prices demonstrates the political problems of such a strategy.

Powden, Flowers, and Energy Partners put the case for the desirability of combined heat and power, yet progress is still slow.

The Government could put real meat on its energy conservation policy in practical terms if, as an example, it took the decision to fire Drax Station, it immediately started two local coal-fired combined heat and power stations for ten

tion, together with an economic assessment of the employment the various schemes would produce locally where it is required, it is possible such a scheme should go ahead. Two of the three combined heat and power studies already carried out (Battersea and Pinkston) provide a basis for an immediate start. Not only would such a scheme have fit the short-term economy but it would also bring about real long-term energy savings.

Could I suggest that to replace Roosevelt's "New Deal" in America for 1932 we should now have Britain's "New Deal" (Energy Conservation, Economy Boost and Employment for 1977 based on the development of combined heat and power nationally?

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Consulting Engineer,
Orchard Partners,
Aircra House,
Kingsway, WC2
April 25,



Nordic pulp makers seek \$20 a tonne increase

West German government leaders have been subjected to

Despite uncertainties surrounding the outcome of the current United Kingdom incomes policy negotiations, there appears a general willingness to

President Carter has indicated that he will call on other strong industrial countries to take further stimulative measures when he attends the summit meeting. Top finance officials from France, Britain, United States, Japan and Germany, agreed at the secret meeting in Bonn last day.

Some experts believe this is due largely to speculation and that the rate will 'slow down'. Others are less confident and suggest that the Opec countries may well set higher oil prices in the summer.

Swedish papermakers, however last week gave assurances that although export prices for paper were unlikely to rise in the short term there was no intention because of low de-

present pact expires at the end of this year and the EEC while in broad agreement on the need to achieve modifications, is divided on the best

balance of trade for the textiles and clothing sector, and "it was clear that the EEC was not in control of the development of the situation".

lendable currencies is low, and there is a distinct reluctance on the part of the surplus oil-producing countries to contribute swiftly and substantially to a strengthening of the IMF's resources.

Babcock warns threat to plant

ing of Drax suppliers

Why Mail

Continued from page 1

Sir James, chairman of the Greenham food group and of

group will
advice of independent advisers,
might prove higher than the
Aitken family would consider

The company is currently looking for a merger of its boiler-making interests with those of Clarke Chapman, suggested by the Central Policy Review Staff as a prerequisite to bringing forward the ordering of the central power station by two

PRINTING

Union leaders are deeply concerned with the ramifications of this since such cuts would in-

contract agreed to by both parties, also delayed and must now be regretting his failure to observe the City's unwritten laws about signing first and writing the small print afterwards.

An inherent danger in the present situation is the possibility of both evening papers being weakened by the uncertainty of the coming weeks. The launch of a new paper (the

The newspaper claimed last week that the three senior officers of the bank's branch in

boilermakers, electricians and maintenance engineers will receive a basic weekly £74; semi-skilled workers will get a basic £60; and unskilled workers a basic £56.

Richards &

Richard & Welling Industries Ltd, 1000 Road 3, Birmingham B11 2DY

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SECRET

MANAGEMENT

Edited by Rodney Cowton

LETTERS TO THE EDITOR

The fifth in a series of case studies describing the circumstances leading to the loss of a job

A contentious issue of overtime

The case

Mrs Clara Copley was employed as an order clerk at the Hemel Hempstead depot of the wholesale grocery business, Foodstuffs Distribution, Trading Company.

She began employment with the firm on November 1, 1974, and was given written particulars about her terms and conditions in accordance with the contract of Employment Act, 1947. This was calculated on the basis of the number and accuracy of order processed.

During the 18 months up to May 1975, very little overtime was worked in the department was requested. On the odd occasion when it did arise there were always three or four male clerks willing to take it on. They were paid at the rate of time and a half, but the bonus scheme did not operate.

During May, 1975, the workload increased owing to a transfer of some of the company's business from the Hemel Hempstead depot to Hemel Hempstead. The extra work was insufficient to justify the

Dismissal and the law by Geoff Smith

The characters and the company described are fictitious and do not represent any person or organization in real life.

recruitment of additional clerks at that time, although it was envisaged that further staff would be taken on at a later date when even more work was to be transferred to Hemel Hempstead.

Meanwhile, management decided that the company could cope if each of the order clerks were to work an hour's overtime on the evenings of Monday to Wednesday inclusive every week.

The depot manager, Mr Albert Frost, held a meeting with the eight order clerks and explained the problem. Subject to their agreement, he proposed that each hour be worked on Monday, Tuesday and Wednesday evenings at the recognized overtime rate of time and a half and that the group bonus scheme would apply. He added that the company did not envisage the overtime as a permanent arrangement but it was likely to last for a few months.

Mr Tom Eddow, who generally acted as spokesman for the

clerks, said: "It seems a fair deal to me and I reckon that we should help the company over its difficulties". Three other clerks spoke in support. Albert Frost asked if any of the others would like to say anything but there were no further comments. Mrs Copley was among those who did not speak.

The depot manager then proposed that the new arrangements should come into effect on the following Monday.

On that day all of the clerks, except Mrs Copley, continued to work after the usual finishing time of five o'clock. On the following morning, Mr Sam Franklin, the office supervisor, spoke to Mrs Copley about the overtime and the agreement made with the depot manager the previous week.

She said: "My contract clearly states that overtime is voluntary and therefore I am not prepared to work over. I have children of school age and I am not going to leave them alone in the house for longer than is absolutely necessary".

Mr Franklin replied: "I will have to speak to Mr. Frost about this".

Later that day Mrs Copley was asked to go to the depot manager's office. Mr Frost said: "I understand that you are not prepared to go along with the agreed overtime work. I am sure that you understand that it will cause considerable difficulties if one clerk does not do the extra hour. In particular it will create problems over the calculation of the group bonus scheme to an end."

"I must warn you that if you do not change your mind you will become liable for dismissal. Are you prepared to change your mind?"

Mrs Copley replied: "No, I am not—my contract is quite clear. This is a voluntary matter." Mr Frost said: "In that case I am very sorry but I have no option but to give you notice that your employment with this company will come to an end."

A conciliation officer from the Advisory, Conciliation and Arbitration Service attempted an out-of-court settlement. The employer said that Mrs Copley could have her job back if she agreed to work the overtime. Mrs Copley refused to return on this basis.

Would the tribunal have found fair or unfair dismissal?

In particular, where changes, felt necessary for business reasons, are to be introduced the employer should consult with the employees concerned and obtain an acceptance of the proposals by a majority. Individual persuasion ought to be attempted for those who remain opposed. Finally, before dismissal occurs, individuals who agree to work the overtime should be warned.

In the case of Mrs Clara Copley it appears that the requirements of the code on consultation and warning were met.

The author is a member of the staff at Ashridge Management College.

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BIM shifts its ground over worker directors

The British Institute of Management is submitting to the Government detailed proposals for a possible form of legislation under which industrial democracy could be introduced in Britain.

The proposals are being put forward as part of the Government's search for a basis for legislation which would command widespread support, and which would not evoke the sense of outrage which the original proposals of the Bullock committee elicited.

The BIM's scheme differs substantially from the Bullock proposals, and to some extent from the proposals which the institute itself put forward to the Bullock committee a year ago.

The institute's revised ideas are now circulating privately among its branches, and, subject to comment from the membership, they will be discussed in a meeting with the Department of Trade within the next week or two.

As a direct consequence of managers' anger at what they regarded as the extreme nature of the Bullock committee's recommendations, the BIM has in one respect modified its position to make it less favourable to trade unions.

Originally, the BIM believed that the appointment of employee representatives to a board of directors should only be made "if all the recognized trade unions" agreed to such appointments being made. It also recognized that there might be circumstances in which it would be appropriate for a full-time trade unionist to become a worker director of a company of which he was not an employee.

However, the paragraph which dealt with these points has now been re-drafted to eliminate any reference to trade unions. The BIM now appears to contemplate only employees of a company as being eligible to be worker directors. It says that the appointment of employee representatives should be made only if "both parties" are in agreement, and the method of election would be by ballot of all employees.

It also envisages separate constituencies for manual, white collar, and managerial employees. Appointments of worker directors would have to be approved at a general meeting of shareholders.

The BIM's position is that legislation should not define the form of participation agreements, but should place on companies an obligation to reach participation agreements within three years of any legislation coming into force. It proposes that worker directors should not constitute more than one third of the membership of a board.

The BIM scheme provides for a "code of participative practice" which would give guidance for organizations in the design of participative agreements, and the institute has drawn up a draft code of practice.

The BIM scheme provides for a "code of participative practice" which would give guidance for organizations in the design of participative agreements, and the institute has drawn up a draft code of practice.

This approach to management learning occurred a number of times throughout this year's ATM conference. There seemed an almost overt consensus emphasized by the Training Services Agency discussion paper on management training, that in-company, problem-oriented education activities offer one hope for effective education in a rapidly changing managerial world.

Nancy Foy

A new impetus to the cause of high productivity

From Sir Vincent Tewson

Sir, Higher productivity has long been regarded as a key to economic growth. It is not the only key but we must face the fact that a mere one per cent increase would have a startling effect on our present-day problems. What we must ask for is not more but better resources.

In my view, the importance of this development was not adequately publicized by the media. The assembly of so many industrialists, managers, trade union officials, officers and staff of the BCPA and the PA's represented a new drive in the task of making clear the need for more efficient use of our resources and promoting the means whereby this can be done.

The conference was encouraged by a forthright message from its patron, Prince Philip. So here was a body of influential people determined to foster means of helping firms directly with industrial and training services of a high standard on a self-financing basis. The all important communications and liaison has been provided to them by the BCPA through its newly appointed chief executive, David Bailey, who also has the task of ensuring that the productivity movement as a whole has a national impact.

These dedicated people, both leaders in industry and their professional staff, deserve every encouragement and support. As the president of a very powerful productivity association, I can vouch for the excellence of the work they do and of their determination to show (in the words of the old productivity slogan) "There's always a better way".

This is history, but what is important is that on the joint initiative of its board and the productivity associations with the participation of the TUC, VINCENT TEWSON, 45 Common View, Leitchworth, Hertfordshire.

Young people, what is important is that on the joint initiative of its board and the productivity associations with the participation of the TUC, VINCENT TEWSON, 45 Common View, Leitchworth, Hertfordshire.

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Inflation relief against capital gains tax

From Mr C. W. Koenigsberger

Sir, Mr. Oliver Stanley, in his article (April 27) on the Finance Bill, is quite right in saying that the most urgent need now is for some inflation relief to be given against capital gains tax. But he goes on to assert that an indexation system would be simplistic and complex and he therefore favours "crude coercion" instead.

—and, of course, others—appreciated this problem when the tax was first imposed in 1965. I therefore drafted an amendment which was moved by Messrs. Heath, Barber, Walker and others on behalf of the Conservative Opposition. It gave full relief for inflation by reference to the index of retail prices.

Described flatteringly as a "brilliant scientific amendment" by one Labour member, it was rejected by the Labour Government, not because of any supposed complexity, but on the grounds of incomprehensibility to men of its discrimination against employees whose wages were not similarly subject to indexation.

My amendment may arguably have been sophisticated. But it was perfectly simple and its adoption today would solve the problem. I am, however, bound to add that the cost to the Exchequer would be high in relation to the amount of capital gains tax currently being collected.

Yours faithfully, C. W. KOENIGSBERGER, 10 Old Square, Lincoln's Inn, London WC2A 3SU.

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Assessment

Probably the tribunal would have found that Mrs Clara Copley had been fairly dismissed. The ground for dismissal would have been "some other substantial reason". There is no definition of this in the Trade Union and Labour Relations Act, 1974, and there is an implicit recognition therefore that it is impossible to define exhaustively, all of the circumstances justifying dismissal.

The more common of the cases where dismissal has been found fair for some other substantial reason have concerned refusal to accept changes felt necessary for business reasons, reaches or potential breaches

of commercial security and causing disharmony in the workplace.

In *Robinson v Elvick Flamm Ltd.*, 1975, the Bedford tribunal held that Robinson had been fairly dismissed for some other substantial reason when he was the only employee in his section to refuse to work overtime. The company had been experiencing difficulty in getting finished items out of the working day so that they could be transported first thing on each morning following.

Robinson had not objected to a management proposal for overtime working at a section meeting but he had refused when the new arrangement

came into effect. His contract had provided previously for voluntary overtime.

The tribunal dismissed Robinson's application and pointed out that although his refusal was not misconduct he was the only employee refusing to work overtime and this would create difficulties with regard to the scheme for bonus payments. The tribunal concluded: "We do not think the applicant could be employed on different terms from everyone else. We think in those circumstances it was reasonable to dismiss him."

It is important, however, in cases such as this for the employer to comply with the Code of Industrial Relations Practice. A dismissal for some other substantial reason must be reasonable.

Programming teachers for industry's needs

The teachers of management seem worried. At the annual conference of the Association of Teachers of Management (ATM), held in Bristol last month, changes in the roles of both managers and their teachers seemed to be causing concern, or at least reflection, among participants. Although no solutions to the problems posed by changing roles emerged clearly, the meeting demonstrated a growing recognition that experience-based learning, and teaching, was becoming necessary.

In one session summarizing the changes in the manager's role, four rapporteurs—Derek Pugh, Eric Newbrough, David Casey, and John Morris—described a number of trends that create uncertainty. The first is the enormous acceptance, compared with a few years ago, that value differences exist and must be respected.

Ten years ago, a manager could say: "We are in business to make a profit." Today, evaluating the success of a manager of a company, is much more difficult. One of the most important changes in

the manager's role is that he must operate in an environment where the differences in values are explicit.

The rapporteurs believed both radical and conservative attitudes to change in management were evident. The conservative view is one of steady, evolutionary, organic change, with a continuing emphasis on leadership. "Managers still have decisions to make," the radical view, on the other hand, holds that there will be even more radical changes. Role and structure may be eroding while functions and tasks are growing, changing, getting more complicated and difficult as more parties are involved.

Another change affecting managers is the openness of the business system to any more permeable to, and affected by, the outside environment, giving managers less control of resources. The question of shareholders versus employees arises more often. This gives rise to another important change—in legitimacy.

With the concomitant change in authority relationships as more workers are young and better educated and thus reluctant to accept authoritarian orders or meaningless tasks, the legitimacy of "leadership" comes into question. Eric New-

bigging highlighted the problem. "The word 'manipulation' is now applied to what used to be known as '

BY THE FINANCIAL EDITOR

Measuring the pace of corporate borrowing

Interest rates continue their slide—rather faster perhaps than the authorities would like—but as yet there is precious little sign that anyone wants any of the cheaper money now available. Given the speed of the fall in interest rates and the fact that people are presumably waiting to see if money will become even cheaper, it is probably fair to argue that it is still early days.

Even so, one might have expected banks and the like to have noticed rather more inquiry about financing possibilities by this stage. Instead, most of the cleaners continue to report that as far as they are concerned the industrial and commercial sector remains in hibernation. IFC, which deals with smaller companies, reports some signs that things may be stirring, but FCI, which handles larger companies, has hardly had a bite recently.

The fact of the matter is that lower interest rates are not in themselves going to stimulate increased industrial activity, and, as things stand, many companies now have reasonably strong balance sheets, adequate liquidity and little prospect of a significant increase in activity, at least in the short run. True, the corporate sector emerged from 1976 with a £700m financial deficit, but North Sea oil financing there was almost certainly a comfortable surplus.

True, too, the high rate of inflation in the first half of this year has to be financed. In this score, however, improving profitability will generally provide the answer, albeit that the Brook Bond and a number of other commodity oriented companies have recently shown exceptional rises in commodity prices may require more fundamental action.

In general terms, however, it is hard to envisage a substantial revival in demand for funds from the corporate sector until money feels distinctly more confident, particularly about a sustainable revival in industrial output.

That could well come later this summer, however, the evidence of a falling inflation rate, balance of payments recovery and an acceptable incomes policy.

If it does, the same kind of combination might even create the right conditions for the re-emergence of a substantial long-term bond market. But, at present, rates of 14 per cent plus are hardly a going proposition, even though a number of companies might well like to take on their balance sheets with increased element of long term debt.

Beaverbrook

Facing the future

James Smith's eloquent incursion into the affairs of the Beaverbrook newspaper group has complicated an already confused affair. Even so, from the point of view of outside shareholders, it should help to sort out once and for all the future shape of the company.

For one thing, it now appears unlikely that Beaverbrook will either on its own or as an independent company with an outright bid for the group, as Sir James and the Associated Newspapers have now widely canvassed possibilities.

Just as significantly, it looks as though Sir James's minimum bid for a cash injection will be around £100m, and the group and an end to the chaotic voting structure which concentrates control of the company with the Aitken family.

Of course, the underlying worth of the Beaverbrook group is going to be occupying a good



Sir Ian Morrow, chairman of the Laird Group, optimistic forecast for 1977.

many financial brains over the next weeks, given the redundancy and rationalization costs of putting Associated and Beaverbrook together and the offsetting benefits of Associated's using the Beaverbrook plant, while Sir James plans will inevitably involve heavy redundancy costs as well.

However, a bid valuing Beaverbrook at say £200m would appear generous by most standards as that would represent a discount of only a tenth on net assets valued at £240m a share at present (after the recent sale of Tullgate House).

If there is no outright bid, and it looks at the moment as if Sir James is trying to avoid this, the question remains as to how long Beaverbrook can hang along without some major surgery at the Daily Express. Mounting borrowings this year coupled with an immediate cash outflow of £520,000 resulting from interest charges on half the £5m PFI loan would be enough to strain any company let alone one that will be struggling to break even this year or next.

Meanwhile Sir James will need to make at least a one-for-three rights issue on terms that the Aitken family declines to take up to give him control of the Beaverbrook group though at present all that that would cover is this year's loss on the Daily Express. As it is if Associated enters the fray with its own bid, the group's equally awkward voting structure via the Daily Mail and General Trust will entail some form of capital construction.

Property shares

The bid season

We are now well into the bid season, with the market spotting takeover around every corner. Aware that so many clients still ignore the subtle signs of both fundamental and chart research, preferring the time honoured system to "sell in May and go away", stockbrokers can be forgiven for their annual flood of takeover tips around this time. And if property shares tend to top the speculative lists year after year, the cynics should not dismiss this passing enthusiasm for the sector as a means of exciting a little interest in what, in terms of shares, deal, has become with only one or two exceptions a near moribund area of the market.

There is usually a grain of truth and a seasoning of commercial logic in such speculation, hence the by now almost

tediously repetitive forecasts of a bid for Peachey Property.

Peachey's well-publicized management problems do not detract from an asset base of 70p a share. And speculators, who took the shares to 51p last week before news of the Department of Trade investigation can 71p from the price, have been chasing around for sight of a hidden able to resolve the management succession problem once and for all. Loutch has said firmly that it does not want to take Peachey to London City and Westcliffe Properties, and any covert enthusiasm for the share may have been dampened by the prospect of having to deal with a protracted DoT investigation.

But who can claim to be able to fathom the mind of Mr Rowland?

As with talk of a bid for Regional Properties, Allotment London, Chesterfield, City Offices and so forth, speculation is amusing and it may very occasionally be profitable. But for the average investor in competition with professional market dealers it is generally pointless. There are sufficient good quality shares in the sector, some of which have genuine long-term appeal as bid targets and most of which now look significantly undervalued on a two to three year view to avoid the fringe stocks where, if a bid does not materialize, investors can periodically expect to be moved down by stampedes of state bulls.

Laird Group

Nationalization benefits

Laird Group finally lost its Scottish Aviation business to the Government last Friday and will hand over its 50 per cent stake in Cammell Laird Shipbuilders on July 1.

Details of compensation terms have yet to be hammered out. But cash for the nationalized assets, held in the books at £33m (Scottish Aviation's net asset value at the end of 1975 and the nominal value put on the shipbuilding stake in June, 1970) has already been earmarked to pad out a balance sheet showing the effects of supporting a turnover up by a quarter last year to £110.5m.

Apart from the steel side, which has been hit by the industry-wide recession, Laird's investment in the general engineering and transport operations unaffected by the recession continued to pay off in 1976. The big move into motor components and expansion of engineering capacity in recent years enabled the division to contribute £4.8m against 1975's £2.5m to trading profits.

And the transport company continues to grow, producing £0.9m more at £2.7m with a £110m order book for its Rapid Transport equipment underpinning future growth.

Laird is looking for growth from all but the steel making side this year. And the prospect of continued steady growth, backed by compensation cash boosting an already sound balance sheet—where even after capital expenditure of £5.6m and a 56m increase in working capital the debt to equity ratio remains a minuscule 13 per cent, an 'year-end net cash of nearly £5m leave plenty of scope for expansion internally and by acquisition—makes the shares look undervalued on a p/e ratio of 4.1.

At 61p the shares yield a respectable 6.6 per cent with the dividend covered 5.7 times. *Accounts 1976 (1975)*
Capitalization £24.2m
Net assets £35.9m (£30.2m)
Borrowings £4.8m (£2.5m)
Pre-tax profit £8.6m (£6.8m)
Earnings per share 14.69p (9.49p)

Will the Downing St summit find a place in history?

Hugh Stephenson

As the Downing Street summit gets close, the headlines will increasingly be taken up with the superficial and the personalized aspects of the event. That is one inevitable and perhaps necessary level of interest in such a gathering. It would be surprising, however, if with a dust of genius and a President of the United States as eagerly outgoing, that the problems at this level got to the point where the consultations became a failure. The various draft communiqués for the end of the meeting will already contain phrases about "useful and constructive exchanges of view".

There will be another level to the talks with which the general communiqué will be concerned in detail. In the minds of the British a dominant theme is still the extent to which the better placed countries, with the strongest balance of payments positions, will take the lead in promoting a more rapid economic recovery in the non-communist industrial world.

It is being said that early British drafts of a possible communiqué on this point look sadly isolated. But President Carter will be under some polite pressure to explain how his dropping of the income tax rebate scheme is compatible with his previous views about the need for coordinated action on an international scale to stimulate the world economy.

The new line that the evidence of impending spontaneous and sustained expansion for the American economy has suddenly become overwhelming may be less than conclusive in other ears. Certainly German and Japanese listeners will consider that the moral pressure on them to engage in general reflation for the general good has been reduced if not removed. And similarly the President will want to convince his listeners that his energy policy in fact represents a basis on which the leading energy consumer in the world can provide leadership in forming a global energy policy for the rest of this century.

And beyond.

But the question of whether history will look back on the Downing Street summit as a success will depend on none of these things, or at least none of these things looked at in this kind of perspective. There are three points of structural crisis in the economy of the free world today.

The first is about whether the control of inflation and the continuation of a roughly open society are compatible. The second is about whether the mixed economies of the industrial nations have within them the required dynamic to avoid ever rising unemployment as demand remains sluggish and technology advances.

And the third is about whether the gap between the relative affluence of industrial countries and the absolute poverty of non-oil producing states is one which must widen until there is an explosion.

The straight line projection of present trends is, for the United States,

that the energetic President Carter will try to resolve these problems and will fail. For this country, it is that the Government will be thrown out at the next election and that a Conservative government under Mrs Thatcher will also fail to find a solution. If that were to be the case, in the United States, here and elsewhere, by the end of that time the social and political structures in which we live would have been damaged past recognition and beyond repair.

A meeting such as Downing Street cannot in itself alter such established trends. But equally problems so deeply rooted will only respond if they are being treated by policies which are based on genuine understanding, co-operation and trust among the governments of the leading industrial countries. If the Downing Street meetings produce the beginnings of such an understanding, it could never be recorded in a communiqué, but it would find its place in history.

Oil muddies the waters of the Falkland Islands

Renewed speculation about oil prospects in the South Atlantic around the Falkland Islands coincides with definite proposals by the Argentine Government to go ahead with a special exploitation of marine resources in seas which Britain regards as hers.

The Argentine Ministry of Economy is asking for foreign and Argentine national companies to apply for licences for the experimental harvesting of 200,000 tons of hake. The proposed licensing area is south of latitude 40°S down to Tierra del Fuego.

It has been divided into approximately 117 blocks, of which about 14 are immediately around the Falkland Islands. This is the first positive, commercial step that the Argentine Government has taken which involves exploitation of the area which is in dispute with Britain. Recently Admiral Oscar Gálvez, the Argentine Foreign Minister, said that his Government would continue to pressure and prevent any company from exploiting marine resources around the islands unless it was done in cooperation with his Government.

Simultaneously, there is increased activity on the oil front, both on land and offshore. Dr Guillermo Zubaran, the Argentine Secretary of Energy, has said that he hopes that his country will be self-sufficient in oil within the next two years. He estimated that reserves were around 2,160 million barrels and that demand would reach 2.1 million barrels by 1985. In order to increase production, foreign companies were being invited to tender for primary and secondary oil recuperation, particularly in Tierra del Fuego. This is one of the most desolate areas of the world with westerly winds of up to 125 mph inland and extremely severe conditions at sea.

Dr Zubaran said that talks have been held with the British National Oil Corporation, the Offshore Supplies Office, and other commercial organizations in Britain, in an attempt to secure some kind of cooperation over the supply of equipment and technical expertise. Six concessionary areas are open to tender and it is anticipated that an initial investment of US\$200m will be needed to reopen between 300 and 400 old wells in Tierra del Fuego.

Argentine oil exploration and development has been controlled by the state monopoly YPF (Yacimientos Petrolíferos Fiscales) which is at present going through a major shakeup after three years of decline in the industry. Last week the military head of YPF, General Juan Carlos Reyes, resigned and has been replaced by a civilian Sr Carlos Delfino Solari. This would follow an expected decision by the junta

to denationalize YPF and turn it into a public corporation with the government holding the majority or all of the stock. Simultaneously about 13,000 of the 46,000 employees are to lose their jobs.

General Reyes's attitude towards oil development has been constantly criticized by Sr Martínez de Hoz, the Minister of the Economy, and the general has also been accused by Dr Zubaran of obstructing bids from private and foreign companies for exploration in Tierra del Fuego.

The new changes should enable the eight private companies that have continued to function, in spite of nationalization of the major foreign and national enterprises, to adopt a more positive attitude to exploration, particularly offshore. The American Central Intelligence Agency in a recent report on the international energy situation although not referring directly to the publicly released parts to offshore waters around the Falkland Islands and off Tierra del Fuego, suggests that non-Opec countries like Argentina will be able to develop offshore supplies.

A report by Bernardo Grossling published by the United States Geological Survey, and no doubt the basis for the unpublished parts of the CIA report, gives some optimistic estimates of up to 200,000 million barrels of oil in the Argentine continental shelf including the Austral and Malvinas (Falkland) basins. By comparison Shell estimates that Britain's North Sea reserves are about 170 million barrels.

Eight private oil companies are employed under contract for a major part of YPF's drilling and exploration. One of the biggest and most successful is Brics, which employs about 1,700 people. It also operates the country's only semi-submersible platform, the General Enrique Mosconi, and is particularly active in Tierra del Fuego where it is drilling 53 wells. Two of the wells near Rio Grande, the most southern town in the world, one has just struck oil at a depth of 2,500ft.

Most of the hydrocarbon resources in Tierra del Fuego are in the form of gas and YPF estimates that the total reserves are about 24,000 million cubic metres. Until now the gas has been simply flared off as there has been no means of processing and transporting it on a substantial scale. Flaring has been reduced to about 1.5 million cubic metres a day now, although as one flies south across the Magellan Straits from Tierra del Fuego (which literally means "land of fire") directly to the Falkland Islands, the flaring wells can be seen lighting up the wild, flat landscape in the northern part of the island.

Michael Frechman

Output in the year of the Great Inflation

E G Wood, in the first of two articles, examines the 'Census of Production for 1975'

Amid the emotional outpourings on the Government's industrial strategy and the social contract, it is useful to look at some of the hard facts and figures about British industry. The recently published report, *Census of Production 1975 Provisional Results* (PA 1000, HMSO, £2.50) reveals some intriguing data on output, employment, wages, manpower productivity and investment. So what really happened in that year when inflation raged and the social contract was born?

First, the census confirms the extent of the loss of jobs in manufacturing industry. Total employment fell between 1974 and 1975 by 175,000 to 7,504,400. This compares with a peak of employment in manufacturing industry in 1970 of 8,033,100. So the number of jobs lost in five years was nearly 530,000. The census divides employment into two major groups, namely, "operatives" and "other employees". The latter term covers administrative, clerical and technical employees.

The brunt of the decline in employment was borne by the operatives. Their numbers fell by 150,000 between 1974 and 1975 to 5,360,700 compared with 5,532,200 in 1970. By contrast the number of "other employees" actually rose by 11,600 between 1974 and 1975 to 2,062,600 compared with 2,066,300 in 1970.

The monetary value of gross output (sales turnover adjusted for stock changes) rose between 1974 and 1975 by nearly £12,000m to £95,700m. However, this monetary increase of around 14 per cent must be set against inflation of about 24 per cent. So gross output in real terms fell by about 8 per cent.

Similarly, the monetary value of net output (gross output minus the cost of materials, fuel, etc.) rose between 1974 and 1975 by £4,600m to £37,000m. But in real terms net output, which represents the value added to materials by the processes of production, actually fell.

What this meant in terms of manpower productivity is that the net output per head, which rose in monetary value from £4,218 in 1974 to £4,928 fell in real terms from £2,760 to £2,510 expressed at the price levels of 1970. The increase in monetary value of about 17 per cent hid a fall in real terms of about 9 per cent. More important, the total wage and salary bill rose by £3,600m to £19,300m, so the net output per £ of wages and salaries fell from £2.07 to £1.92.

The combination of a decline in employment and a rise in the total wage bill meant that the average wage/salary per employee rose from £2,061 in 1974 to £2,398, an increase in monetary terms of 26 per cent. The percentage increase for operatives was marginally higher than that for other employees. However, the latter group still enjoyed an average salary of £3,130 compared with the average wage for operatives of £2,393.

Contrary to the popular notions about declining investment, capital expenditure rose between 1974 and 1975 by £535m to £3,715m. This increase of 17 per cent in the monetary value of capital expenditure was higher than the 14 per cent increase in both gross and net output. But it was not as high as the 23 per cent increase in the total wage and salary bill.

The rate of investment, expressed as annual capital expenditure per head, has varied very little in real terms since 1958, ranging from £20 to £20 per head at 1970 prices. Perhaps the most significant fact is that the ratio of net output to gross output in both 1974 and 1975 stood at 38.6 per cent, compared with 41.2 per cent in 1973. This means that manufacturing establishments managed to get by with less net output on the full extent of the rise in the prices of raw materials.

Whether this phenomenon brought about by the action of the Price Commission or by the state of the economy is open to debate. It is difficult to compare the figures from 1973 onwards with the ratio for earlier years because there was a slight change in the census definition of net output. But there is little doubt that manufacturing establishments were able to get by with less net output on the full extent of the rise in the prices of raw materials.

Thus the general picture that emerges is of a decline in employment and manpower productivity. The wage and salary bill expressed as a percentage of net output rose from 43.4 per cent in 1974 to 52.1 per cent in 1975. It seems that the explosion in wages in 1974 worked its way through industry in 1975.

But manufacturers were not able to raise prices to compensate. Thus the need for wage restraint was evident. It remains to be seen whether the 1976 census data will reveal a restoration of the historically stable relationship between wages and net output.

The indices and trends quoted above for all manufacturing industries vary considerably within the 150 industries covered by the census. For example, in motor vehicle manufacturing the average wage per operative in 1975 was 35 per cent higher than the average for all manufacturing industries, whereas by 1975 it was only 17 per cent above average.

Yet the net output per head

in 1963 stood at 21 per cent above the figure for all manufacturing industries whereas in 1975 it was 24 per cent below the average. At the same time, the average salary of other employees in motor vehicle manufacturing rose from 7 per cent above the average in 1963 to 24 per cent above the average in 1975. No wonder this industry has problems in industrial relations.

The census clearly shows that, as a broad generalization, high investment per head is associated with both high output per head and high wages and salary levels. The rate of investment is high in such manufacturing industries as organic chemicals, synthetic resins, dyestuffs, fertilizers, cement, and brewing. In all these industries the annual capital expenditure per head is over two and a half times the average for all manufacturing industries. The net output per head is about double the average for all industries. Their wage and salary levels are about 25 per cent above the average for all industries.

At the other extreme, the rate of investment is low in such industries as gloves, hats and caps, men's and boys' outerwear, and women's and girls' outerwear. In all these industries the annual capital expenditure is less than a fifth of the average for all manufacturing industries. The net output per head is about half of the average for all industries. Their wage levels for operatives are about 60 per cent of the average for all industries, while the salary per other employee is about 80 per cent of the average for all industries. Thus low investment is associated with low manpower productivity and low wages.

However, there are some notable exceptions to these broad generalizations about investment, manpower productivity and wage levels. In some industries an above-average rate of capital expenditure is associated with below average net output per head yet above average wage/salary per employee. Two such industries are aluminium and document copying equipment.

At the other extreme, some industries show a below-average rate of capital expenditure in association with above average net output per head yet below average wage/salary per employee. Among this group are broadcasting equipment, surgical bandages, toilet preparations and timber.

Yet the few exceptions prove the rule. There must be a broad relationship between manpower productivity and wages and salary levels. The nature of that relationship and its implications for wage and salary policy both at national and company level will be examined in more detail in a second article.

This author is the director of Sheffield Polytechnic's Centre for Innovation and Productivity and the author of *British Industries: A Comparison of Performance* (McGraw-Hill). It is hoped to publish the second article tomorrow.

Business Diary in Europe: A spot of bother over drugs

Leopold, the Italian pharmaceutical manufacturer controlled by Dow Chemical of the United States, is locked in an unusual dispute sparked by the unions, which has led to its managing director, Tito Montessori, being under arrest since early April. The local chemical trade union at its Brindisi plant decried the management to the judiciary for allegedly under-invoicing exports of its antibiotic Rifampicin and thereby, it maintained, causing a loss to the Italian economy of about £9,300m (about £13m). Montessori has therefore been imprisoned on remand while a magistrate investigates whether foreign currency offences are involved.

The event was dramatized when a group from the 241 employees of the Brindisi plant entered the municipal council chamber and staged a meeting, denouncing the "grave measures" of the American multinational. The local branch of the Chemical Unions Federation has also issued a statement attacking multinationals in general for being guilty of exporting capital, tax evasion and manipulation of export and import prices.

Leopold, whose headquarters are in Milan, has denied all allegations of currency offences or manipulation of export prices. It has issued statements and taken advertising space in the Milan press to appeal for the release of Montessori, saying: "Health is precious, and it is wrong to put up any barrier."

harm the balance of payments, job levels, and future capital investment in Italy by foreigners. A side-effect of the incident was the postponement to a date yet to be decided of its annual meeting in Milan, set for last Tuesday. According to reports from Milan, the company had intended to tell shareholders that both sales and profits in 1976 were well up on 1975.

Going weekly

Hubert Jussen, one-time head of VNU, the Dutch magazine and newspaper publishing giant, sold out his interests in that company six years ago to live in South Africa.

But Jussen, now 61, could not keep out of European publishing and his three-year-old Antwerp-based baby, Europe's only foreigner to be made a Chevalier de l'Ordre de Leopold, Belgium's highest civil award to industry.

He was presented with the medal at a ceremony at WT (Belgium's Nivelles plant by the Minister of Foreign Trade, Etienne Knaops. The award recognizes sustained export-led contribution to the Belgian economy. Braziington and his team produce 10m carbonless copying paper at the firm's Nivelles and Virginal plants, exporting over nine-tenths of what they make. He is 50 and went to Belgium in 1964, having early made his name with Wiggins Teape, now a part of BAT Industries, as a research specialist. Increased sales from overseas plants, particularly those in Belgium, led

to a dramatic recovery of BAT paper division's fortunes last year.

Common theme A crowded annual dinner of the Institute of Management Consultants lapped up a strongly pro-European speech by Sir David Nicholson in London at the weekend. Sir David now chairs Rothmans International but is a former chairman of P.E. Consulting Group. Two people who might otherwise have been there to hear Sir David, Michael Hicks-Beach and Cyril Brown, chairman and vice-chairman of the Association



Wiggins Teape's Ted Braziington with his Chevalier de l'Ordre de Leopold.

to a dramatic recovery of BAT paper division's fortunes last year.

Chevalier

Ted Braziington, the managing director of Wiggins Teape (Belgium), has become the first foreigner to be made a Chevalier de l'Ordre de Leopold, Belgium's highest civil award to industry.

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of Management Consultants, were absent in Brussels. Hicks-Beach, present chairman of P.E. and Brown, a managing partner of Annan Impey Morris, were officiating at sessions of the first full meeting since 1974 of the European Federation of Consulting Associations (FEACA).

Something like a common theme emerged at the two functions, despite the distance. In Brussels the British were digging for a discussion of industrial democracy and getting employees' help in increasing efficiency and competitiveness.

Sir David's speech in London described his belief in the economic and political union of Europe. He spoke of the British failure to arrive at an "industrial charter" or agreement such as that in West Germany. There, he said, the law guarantees co-determination and worker representation in the board while requiring unions to be free of political ties and strike proposals to be approved by a three-quarters majority of the entire workforce.

At the AGM which preceded the dinner, Bernard Brock, a managing partner of Price Waterhouse Accountants, succeeded as IMS president John Armstrong, managing director and deputy chairman of Drivick, Ott.

Common aims and cross-membership make the difference between the institute and the association readily discernible only by management consultants. Nevertheless, where the latter is a promotional body whose members are mostly the bigger firms, the institute's membership is largely individual and the concern is with

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Dividend cover	2.6	3.03
Retained surplus including deferred tax	1,164	65

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FINANCIAL NEWS AND MARKET REPORTS

Euromarkets

The international bond market was able to absorb about \$750m worth of fixed-rate issues last week without difficulty, but analysts say that a few uncertainties have developed which could sap the upward momentum of the past several weeks, writes AP-Dow Jones.

The outlook for short-term interest rates has become less easy to predict. The most recent Federal Reserve statistics indicate that the United States money supply is expanding faster than the Fed's target rates so that some tightening of credit conditions can be expected.

Some observers are expecting Swiss banks to be cautious in their investment policies until

the facts concerning Credit Suisse's exposure in the misrouting of some 2,200m francs of trust funds are known.

Thus, it is probable that interest payments normally reinvested in the Eurobond market will instead be held in short-term deposits, one banker in Switzerland commented.

Though share prices of Swiss banks declined during the week, Union Bank of Switzerland decided to go ahead with its planned convertible Eurodollar bond issue of around \$125m.

The 10-year, 4.5 per cent issue of Union Bank of Switzerland (Luxembourg) SA will be convertible after June 1 into 100,000 Union Bank bearer shares on a one-for-one basis.

Since Union Bank's bearer shares closed on Friday at 3,100 Swiss francs or about \$1,250, the face amount of the bonds will have to be fixed above the traditional \$1,000 par.

Eurobond prices (yields and premiums)

US \$ STRAIGHT	Offer	Redmtn	Yield	Premium
Australia \$1983	100.00	100.00	8.50	0.00
Belgium \$1983	100.00	100.00	8.50	0.00
Canada \$1983	100.00	100.00	8.50	0.00
France \$1983	100.00	100.00	8.50	0.00
Germany \$1983	100.00	100.00	8.50	0.00
Italy \$1983	100.00	100.00	8.50	0.00
Japan \$1983	100.00	100.00	8.50	0.00
Netherlands \$1983	100.00	100.00	8.50	0.00
Spain \$1983	100.00	100.00	8.50	0.00
Sweden \$1983	100.00	100.00	8.50	0.00
Switzerland \$1983	100.00	100.00	8.50	0.00
UK \$1983	100.00	100.00	8.50	0.00
US \$1983	100.00	100.00	8.50	0.00

Bank Base Rates

Barclays Bank	9%
Consolidated Credits	9%
First London Secs	9%
C. Hoare & Co	9.5%
Lloyds Bank	9%
Midland Bank	9%
Nat Westminster	9%
Rossminster Acc's	9%
Shenley Trust	14%
Williams & Glyn's	9%

M. J. H. NIGHTINGALE & CO. LIMITED

Company	Price	Change	Yield	P/E
1,700 Airsprung Ord	35	-1.42	12.1	6.9
300 Airsprung 16% CULS	120	-18.5	15.4	-
725 Armitage & Rhodes	117	-8.2	7.1	5.9
1,571 Deborah Ord	117	-8.2	7.1	5.9
250 Deborah 17% CULS	125	-17.5	14.0	-
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2,381 Twinklax Holdings	57	-1.0	10.7	7.2
4,564 Walter Alexander	77	-5.8	7.5	8.7

PROVIDENT LIFE ASSOCIATION OF LONDON LIMITED

The following are salient points from the statement by the Chairman, Mr. R. J. W. CRABBE, F.I.A., on the Group results for 1976.

Long Term Insurance Business
New sums assured increased to £207M (1975-£198M) and new annual premiums were £2.4M (1975-£2.4M). Premium income of the year was £10.8M (1975-£9.6M). The gross rate of interest earned on the fund increased to 7.05% (1975-6.45%).

General Insurance Business
The premium income of general insurance increased over 30% to £3.9M. Results were affected by adverse experience in the Property and Accident and the Marine accounts. The Motor account had a satisfactory year.

Shareholders' Fund
The combined profits of the Group after taxation were £401,000 (1975-£116,000). The recommendation for the final dividend for 1976 on the "A" and "B" Ordinary shares is in such a form that the maximum permitted increase will be payable, by providing for a payment of 4.013p per share on the 27th May, 1977 and for an additional amount if the tax rate changes.

Centenary Year
1977 marks the 100th anniversary of the founding of the Company and we have prepared a brochure "The Provident Life Story" which gives a short history of the Company.

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Pressures on the gold industry underlines need for mechanization

From Desmond Quigley Johannesburg, May 1

Rapid escalation of development costs, sharp increase in the price of foreign labour, the strenuous and largely unpleasant nature of mining and the time factor.

Both traditionalists and exponents of mechanization admit that the surface is only just being scratched and that to be fully successful there will have to be integrated mechanization.

The traditionalists have other and more logical arguments to try and hold up the changing face of the industry. The differing geological characteristics of the various gold fields, and the idiosyncrasies of individual mines do not permit universal application of many of the advances now being tried out on some of the mines.

Indeed Mr. Dennis Etheridge, chairman and managing director of Anglo American's gold and uranium division and an advocate of mechanization, concedes that if one machine Anglo is working on currently is proved useful, it may be applicable to only 25 per cent of the mines in five years' time.

The high initial cost of many of the new machines—a raise in the cost of \$750,000 while some machines run up to \$1.5m—can also be a disincentive to that breed of mine general manager who is more concerned with current profits rather than the situation may be in five years' time.

A further and somewhat double-edged argument is that the displacement of black African labour by mechanization is dangerous in a country with the type of problems to be found in South Africa.

Black African employment is already too high and further

additions can only add to a potentially explosive situation. That, however, is to ignore the incentive of foreign labour, the strenuous and largely unpleasant nature of mining and the time factor.

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Black African employment is already too high and further

through some other fundamental changes. General managers of mines have a large degree of autonomy at present although this is relative depending on the attitude of the parent mining finance house and have quite considerable power over those working on the mine.

It may be, however, that the more traditionalist general manager may find his power circumscribed by head office if he continues to block the application of new methods particularly when they appear to be working reasonably in a similar mine.

To the position of general manager attaches considerable status and it is often the case, although by no means universally so, that the best is awarded to someone near the end of his career in recognition of his past service.

But it is arguable that a man with, say, five years to go before retirement is not in the best position to assess positively the long-term benefits to his mine of the introduction of costly new equipment and the attendant changes it will bring to mining methods.

Rather the emphasis is more likely to be on maximizing profitability of the mine during his reign. This is already widely recognized in the United States and may assume a greater significance in South Africa.

Sophisticated and expensive machines also require miners to learn new skills and need constant maintenance. This could provide an important area for the advancement of black African miners, but will no doubt also lead to conflict between the finance houses and the white miners, among whom the artisans are perhaps the most status conscious and who feel they have the most to lose by African promotion.

Mr. Etheridge told me that the major motivation behind Anglo's mechanization programme was the shortage of labour. Understrength labour complements can have a disproportionate effect on profits.

Grain chief backs reserve stocks as answer to fluctuations

Strong reservations about price as part of any international commodity agreement were expressed by Mr. Michel Fribourg, president of the Confédération Grainière, speaking at the annual dinner of the Grain & Feed Trade Association in London last week.

He said that commodity reserves offered a far more satisfactory answer to world price and supply fluctuations than international commodity pricing agreements. The reserve stock system would maximize the free flow of international trade and allow the laws of supply and demand to function fully.

Reserve stocks of grain should remain in the hands of producers as close as possible to the production area, he said. Governments in each large producing country should provide financial assistance and pay cost of storage, but should be only an "owner of last resort".

Mr. Fribourg said that the importance of price gathering and disseminating reserves stocks, he said, that he recommended rules determining or affecting price spreads at which reserves would be accumulated and released should be flexible enough to give latitude to the resource-allocation and the consumption stimulating and rationing forces of the market place.

Reserves insulated from world stocks "were a useful tool if well conceived and well administered". It seemed hard to believe that, after so many past failures, the idea of a minimum and maximum price band within the framework of the International Wheat Agreement was being revived by the United States Government at the same time that that government objected to a world oil cartel based on the same monopolistic price-fixing principle.

The concept of an international price agreement had been tried with various agricultural commodities time and again—each a failure. "I have not the slightest doubt that history

Commodities

will repeat itself if pricing provisions materialize... and I strongly oppose such a step."

Regarding the role of governments in agriculture, Mr. Fribourg acknowledged the need for a degree of government intervention. "Such intervention is desirable to protect both producers and consumers from economic extremes. But I believe that experience has amply demonstrated that government action should be one of preventing, not creating, extremes: that government intervention should be limited, moderate and consistent with a market-oriented economy."

Extreme action by government were bound eventually to create more problems than they solved. Government arrangements should be moderate, not excessive; wisely and selectively applied, not hastily or arbitrarily; and above all, based on economic necessity, not political expediency.

Freely functioning markets were essential to a sound and economic system, Mr. Fribourg said. A forecast that copper prices in real terms are unlikely to rise at all this year, as growth targets for industrialized countries indicate only a modest increase in the copper price up until at least the end of 1977, is made in the quarterly bulletin of the Council of Copper Exporting Countries (Cipec).

Eventually, says the bulletin, a copper price explosion will come, but with the world economy advancing sluggishly the date of the explosion has been put back.

Cipec says that next month's preparatory meeting on copper by the United Nations Conference on Trade and Development should be able to agree on an exhaustive list of additional studies which must be carried out before final agreement can

be reached on the best way of stabilizing the international copper market.

Commenting on Unctad negotiations on copper, Cipec says this view reflects the first signs of change in the United States attitude towards buffer stocks, as well as the recommendation by the Unctad expert group on copper that additional studies are needed.

A permanent task in the dialogue between producers and consumers will be to expand and keep up to date the background documents that have so far been produced in the Unctad expert group.

Trading begins today in a new soyabean oil terminal contract which, it is hoped, will have a wider appeal for all sectors of the export group in the Unctad expert group.

The committee of the London Vegetable Oil Terminal Market Association reviewed the contract terms following introduction of the revised palm oil contract in July last year, in which the volume traded has to date exceeded 73,000 tonnes.

Discussions were held with members of the trade and the main changes being introduced are: 1. The quality specification has been simplified; origins tenderable are now restricted to EEC origins; tender ports are limited to London and Liverpool; delivery may now be made ex-mill or ex-tank; it is intended that trading shall be permitted in each month with 12 positions being quoted at any one time.

The contract remains at 50 tonnes with the following quality specifications: maximum 1 per cent free fatty acid; maximum 0.5 per cent moisture and impurities. The minimum price fluctuation is 10p a metric ton and the market will continue to operate with a £20 limit fluctuation.

Calls are being held at 10.15, 12.30, 1.30 and 3.30 hours with an opening call at 15.15 hours today.

Wallace Jackson Commodities Editor.

Unit Trust Prices—change on the week FT Index change on week 432.8+10.5 (2.5%)

Unit Trust	Price	Change	Yield	P/E
1000 Airsprung Ord	35	-1.42	12.1	6.9
300 Airsprung 16% CULS	120	-18.5	15.4	-
725 Armitage & Rhodes	117	-8.2	7.1	5.9
1,571 Deborah Ord	117	-8.2	7.1	5.9
250 Deborah 17% CULS	125	-17.5	14.0	-
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1,638 Twinklax 12% ULS	61	-1.0	19.7	-
2,381 Twinklax Holdings	57	-1.0	10.7	7.2
4,564 Walter Alexander	77	-5.8	7.5	8.7

Account Days: Dealings Began April 25, Dealings End, May 6. \$ Contango Day, May 9. Settlement Day, May 17

Account Days: Dealings Began April 25, Dealings End, May 6. \$ Contango Day, May 9. Settlement Day, May 17

price multiplied by the number of shares in issue for the stock quoted)

مکذا من الاصل

Commercial Property



Newly restored buildings in Bridge Street, Cambridge, for Scottish Mutual Assurance.

Some property men are investigating the possibilities of leisure developments. An unusual opportunity for such a scheme is provided by a 50-acre site in the grounds of Canford School, Dorset, which is being offered for leasing to commercial developers.

The proposals, for which outline planning permission has been obtained, include 12 squash courts, a sports hall, restaurant, swimming pool, a cinema or theatre with 250 seats and 40 twin bedrooms for conferences. An area suitable for a nine-hole golf course and additional playing fields may also be included in the lease, which is being offered for sale by the school governors through Savills.

Before becoming a school in 1923 Canford Park was the home of Lord Wimborne and for many years the school has been in excess of its requirements and still remains extensive playing fields. The estimated resident population within a 10-minute drive of Canford Park is 24,000.

In the more mundane field of industrial development, work has started on the first phase of a new warehouse scheme close to Heathrow airport. The development is by Laing Development Co and the site of five acres at Harmondsworth was acquired from Black and Decker last summer.

The first phase will consist of six warehouses, including offices, with a total area of 2,000 sq ft. They will be built in two blocks of three, with units of 4,500 sq ft and 7,500 sq ft. The design allows for combinations to form larger premises if required.

The scheme, designed by the Bowdoin Evening Workshop, will ultimately comprise more than 20,000 sq ft of warehouse with office accommodation to be built during the next two years. The first phase is expected to be available for letting towards the end of the year. The agents are King and

In south Manchester, five Cross Investments of Warrington, have begun work on the first phase of their light industrial unit scheme at Tilling Road, Wythenshawe, which is shown signs of being unusually popular.

Martin Davies Ltd have taken over 6,000 sq ft in the first phase has been purchased by Fling Freight Co. The site is

Design for leisure in Dorset

held on a lease from Manchester Corporation and the units have been sold at £10.50 a sq ft. The second phase of 3,000 sq ft in three units is to be started shortly and sales have been agreed on three of the units. The agents are Samuel Beales and son and the Manchester office of King and Co.

A price of about £1m is being asked for an industrial development freehold site in Brunel Road, New Southgate, London. The sale, through Hillier Parker May and Rowden, is by Metal Closures Ltd, whose subsidiary, John Dale Ltd, has occupied the site for many years. The whole of the company's production has been transferred to larger and more modern premises at London Colney, Hertfordshire.

The site covers 10 acres and presents a good opportunity for redevelopment, as the existing buildings are obsolete. The London Borough of Barnet has indicated that it would like to see a continuation of industrial use on the site and Hillier Parker are seeking a replacement industrial development certificate for the obsolete buildings.

Officially opened last week was the first phase of the large Temple Farm industrial estate, on the northern boundary of Southwark. The scheme, which is by Star Lane Industrial Sites, a member of the Southwark Estates group of companies, covers about 10 acres and will ultimately provide nearly one million sq ft of industrial and warehouse premises. It is situated about half a mile of the airport. Design is by John Gill Associates and contracts are being completed on several lot units.

Small industrial units from 2,000 to 6,000 sq ft are still available, and one unit of 10,000 sq ft with offices. Rents are between £1.30 and £1.50 a sq ft. A further phase due for completion later this year will consist of small industrial units from 3,000 to 9,000 sq ft and warehouses from 5,000 to 30,000

sq ft. Letting is through Beales and Baker. It is estimated that the ultimate investment in the estate will approach £15m.

Just completed in Cambridge Bridge House, a new office block which has been constructed on the corner of Bridge Street and Round Church Street, holding existing properties. It is the final phase of a complex operation that has included the restoration of shops and houses, many of which date back to the sixteenth century.

The scheme has been carried out by the Scottish Mutual Assurance Society and Saunders Boston were the architects. The new office building comprises 18,810 sq ft and is being offered at a rent of £80,000 a year through Westwood Green and South, of London and Westley and Haff of Cambridge.

Gateway House, the new £10m headquarters of the Wiggins Teape group of papermakers, is due to be opened by Lord Mountbatten of Burma. The building has about 200,000 sq ft of space built over 85,000 sq ft of car parking.

The occasion marks the end of a highly successful five-year moving operation by the group, which began with the sale of its former headquarters in London for £28m in 1972. Wiggins Teape say that the market value of the new Gateway House is already substantially greater than its cost. Central administration costs are about £1m a year lower than in London and better working conditions have been provided.

The additional cash, primarily generated by the London sale, has helped the group through the economic depression of the past two years and has saved £5m in interest charges so far. The new building was designed by Arup Associates, and property advisers to the group throughout the programme were Strutt and Parker.

The Amsterdam Rotterdam Bank BV has taken a lease on the repaired building and office building at 29/30 King Street, London, EC. The air-conditioned building has 7,325 sq ft and has been let on a 10-year lease with five-year reviews at an initial rent equating to about £11 a sq ft. The letting was through Cluttons, and Vigers acted for the bank.

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Gerald Ely

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Secretarial and Non-secretarial Appointments also on pages 22 and 23

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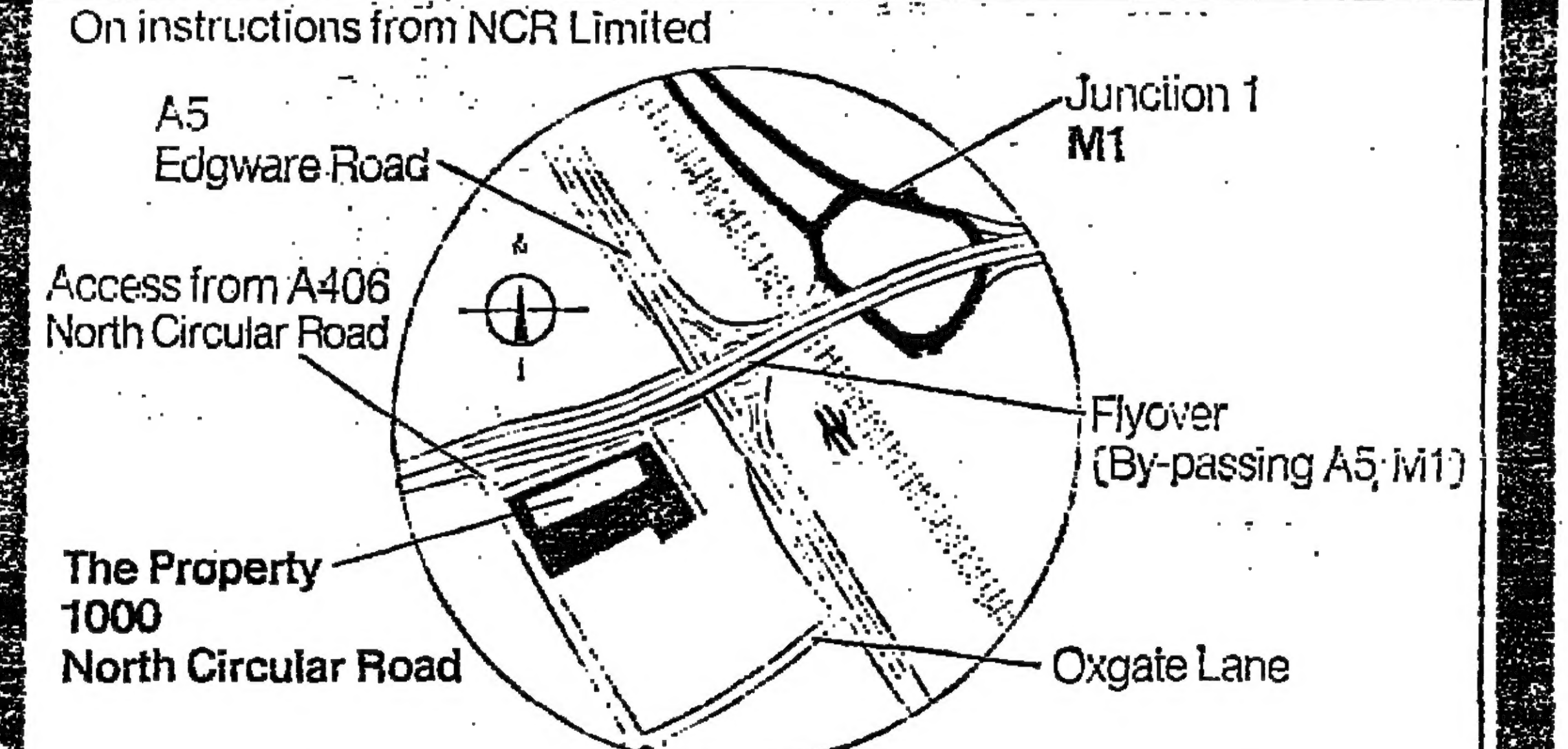
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